

Austria	5.62	Indonesia	Rs 100
Belgium	Fls 450	Iraq	Int 50
Belgium	Fls 450	Italy	L1750
Croatia	CS 700	Japan	Y1000
Cyprus	CS 20	Spain	Pta 145
Egypt	ED 1000	Sri Lanka	Ru 20
Finland	Fk 1700	Sudan	Sd 100
France	Fr 150	Taiwan	Nt 150
Germany	DM 230	Maldives	Rs 100
Greece	Dr 150	Mexico	Pes 300
Hong Kong	HK 132	Morocco	Dhs 100
India	Rs 15	Netherlands	Fls 200
		Norway	Nkr 100
		USA	\$1.00

# FINANCIAL TIMES

EUROPE'S BUSINESS NEWSPAPER

No. 30,568

Monday June 20 1988

D 8523 A

## World News

## Business Summary

### Sikh bomb kills 15 Hindus in crowd

Sikh extremists threw a bomb into a crowd of people gathered to watch a popular Hindu religious television in northern India killing 15 and injuring nearly 30 others. Shortly after the bombing, Sikh radicals shot the state leader of a militant Hindu group, his bodyguard, and an aide. In other violence in Punjab, Sikh extremists allegedly shot and killed three police officers. Singh wears Gandhi armour, Page 22

### Polish elections

Poland voted for local and provincial councils under a new law requiring voters to choose from at least two candidates. Turnout was low and protesters in three cities staged demonstrations against the elections.

### Fresh unrest in Armenia

Hooligans smashed windows in two towns south of Yerevan, the Armenian capital, as tensions continued over a disputed territory in Azerbaijan, Page 4

### Czech clampdown

The Czechoslovak authorities deported 32 foreigners following a clampdown at a meeting in Prague between human rights and peace activists from both East and West, Page 4

### Clashes in Mehran

An Iraq-based army of Iranians opposed to the regime of Ayatollah Ruhollah Khomeini claimed its troops captured the Iranian border town of Mehran and killed "thousands" of Iranian troops.

### Tickets to Israel

The Israeli Cabinet decided to force Soviet Jews seeking to emigrate with Israeli visas to travel directly from the Eastern bloc to the Jewish state. In May, more than 90 per cent of immigrants declined to settle elsewhere.

### Taba talks tabled

Israel and Egypt will open talks on their border disputes and said they would ask international arbitrators to delay a decision on who should control the tiny Red Sea territory, Page 3

### Cyprus reunification

Cypriot President George Vassilis has agreed to meet Turkish Cypriot leader Rauf Denktash to discuss re-unifying the divided Mediterranean island, Page 4

### Namibia set for strike

Tens of thousands of black workers in South African-ruled Namibia have been called out for a two-day strike starting today despite warnings that force will be used to prevent disorder.

### Double deals on Cuba

The US is re-evaluating two decades worth of intelligence on Cuba after discovering that many sources were double agents. The US was also investigating romantic encounters between Cuban women and Marine guards at the US interests Section in Havana.

### Khmer Rouge block aid

The United Nations is threatening to half aid to another Cambodian refugee camp after Khmer Rouge administrators reportedly blocked deliveries of aid and kept refugees from receiving emergency treatment.

### Berlin rock concert riot

West Berlin police clashed with about 500 youths including neo-Nazis in a riot after a three-day rock concert at the Berlin Wall.

### Rebels name cabinet

The Pakistan-based Afghan guerrilla alliance named a "transitional government" it wants to replace the Soviet-backed government of President Najibullah. Previously named president Ahmad Shah announced a 14-member cabinet and said elections would be held among rebels and refugees within four months for an assembly.

### Sony to boost output of TVs made in Europe

BY JIM BODGENER IN ANKARA

POLICE investigating the attempt to assassinate Mr Turgut Ozal, Turkish Prime Minister, are exploring possible links with an extreme right-wing group active before the 1980 military coup.

Mr Kartal Demirag, 32, who failed in his attempt to kill Mr Ozal on Saturday during the ruling Motherland Party's (ANAP) annual congress, belonged to the Grey Wolves group which was blamed for many political killings in the late 1970s, security sources said yesterday.

Mr Ozal was only lightly injured with a flesh wound to his right hand and arrived yesterday to vote in the congress with his wife in a sling.

No-one was killed in the attack, but about 20 people were injured by bullets and falling glass and 12 were sent to hospital.

Mr Demirag, a teacher, was sentenced to 10 years for attempted manslaughter in 1986, but escaped from an open prison in January this year.

The public prosecutor said yesterday that Mr Demirag had acted in cold-blood, and did not regret it. He will face trial on charges of attempted murder - carrying a 20-year jail term - in two weeks, when he can be moved from his closely guarded Ankara hospital.

Several factors have fuelled speculation about the presence of other members of a hit-team inside the sports hall where the attack took place.

Mr Ozal said yesterday that a bullet parted his hair while he was bending down to take cover. He had already heard a second shot after receiving a flesh wound in his hand from the first. Yet Mr Demirag's 1915 Webley pistol jammed on the third bullet.

*Hurriyet*, a mass-circulation daily newspaper, reported yesterday that second gunman tried

Continued on Page 22

Cyprus talks, Page 6

## Right-wing extremists linked to Ozal murder attempt

BY PHILIP STEPHENS AND DAVID OWEN IN TORONTO

WESTERN leaders yesterday sought to calm the nerves of the world's financial markets with an upbeat assessment of economic prospects and soothing words on the outlook for interest rates.

As the 14th World Economic Summit opened in Toronto it was still uncertain, however, whether West Germany will move this week to edge up its borrowing costs. Concern about such a rise sparked unease on world capital markets late last week.

The seven nations attending the three-day summit - the US, Japan, West Germany, France, Britain, Italy and Canada - voiced optimism on the prospects of an agreement to be made by more than 2½ per cent. The lower chart gives each currency's divergence from the "central rate" of the European Currency Unit (Ecu), itself derived from a basket of European currencies.

The main manufacturing industry output will fall slightly in the next four months, the Confederation of British Industry predicts in its June survey of industrial trends. Page 8

COMPAGNIE US computer manufacturer, today launches two new products to challenge IBM's leadership of business personal computer market. Page 25

EUROPEAN Community member states are expected to scrap more than a dozen barriers to free trade this week, including long-delayed plans to liberalise the truck industry. Page 4

INTERMEDICS, leading US maker of heart pacemakers and other medical equipment, has agreed to be acquired by Sulzer Brothers of Switzerland for \$43 a share, or some \$300m. Page 25

KYMMENE, leading Finnish forest products group, begins trading on the London Stock Exchange today. Only the unrestrictive shares are being introduced to the London market. Page 25

TEXACO, third-largest US oil company, emerged from a crucial vote of the shareholders with both Mr James Kinnear and Mr Carl Icahn, rivals in a struggle for control of the company, both claiming victory. Page 25

HUSKY OIL, Canadian oil and gas group controlled by Hong Kong entrepreneur Mr Li Ka-shing and Nova, the Alberta energy group, is buying all the shares of Canterra Energy, a Canadian energy group. Page 25

LIBYA and Algeria signed agreements dealing with taxation and establishing an "Arab Libyan Algerian bank" for investment.

Review heralds tougher line, Page 8

## THATCHER APOLOGISES FOR SOCCER VIOLENCE

BY LIONEL BARBER IN WASHINGTON

AN INVESTIGATION into alleged widespread corruption and fraud in US military procurement is expected to lead to indictments of up to 70 people on charges of bid-rigging and trading inside information on military contracts.

Last week, the US Justice Department and the FBI disclosed their two-year-old investigation against current and former Pentagon officials and defence contractors, including McDonnell Douglas, United Technologies, Pratt & Whitney, Northrop and Ulys.

The investigation centres on classified information on contract bids and specifications for new weapon systems being traded between Pentagon officials and military contractors who employed defense consultants, often former Pentagon officials, as go-betweens.

One of the key figures emerging in the probe is Mr Melvyn Paisley, a defence consultant who was recruited by the former navy secretary Mr John Lehman. Mr Paisley, formerly an official with

the Boeing Corporation, was assistant navy secretary and navy research chief between 1981 and 1987 and enjoyed a close working relationship with Mr Lehman.

The Washington Post reported at the weekend that a Pentagon memorandum filed in a Virginia court case warned Mr Caspar Weinberger, the former US defence secretary, that bid information was leaking from Mr Lehman's office and urged him to raise the matter with his navy secretary.

A second level of the inquiry concerns two congressmen who have been identified as targets for questioning, though both men have issued denials of wrongdoing.

Mr Ed Meese, US Attorney General, said be expected grand jury indictments within three months.

Check the contract, Gov - all we promised was that you'd be sitting in your new office by Spring '88. **39**



Business as usual: Ozal appeared at a strongly-guarded congress yesterday, determined to vote despite the previous day's events

## UN may withhold up to \$2bn in aid to Afghanistan

By Robin Pauley,  
Asia Editor, in London

UP TO \$2BN in international aid for Afghanistan could be frozen and withheld from the Soviet-backed regime of President Najibullah as a result of a secret meeting at the UN headquarters in New York today which will mark a dramatic shift in the political forces within the war-torn country.

Mr Abdul Haq, a senior Afghan resistance field commander who controls the mujahideen forces in and around the Afghan capital of Kabul, travelled to New York at the weekend for the meeting with a senior aide of Mr Javier Perez de Cuellar, the UN Secretary General.

This is the first formal link between the UN and the resistance and the fact that a field commander rather than one of the Pakistan-based resistance political leaders has been approached suggests that the UN accepts that a shift of power and influence is occurring within the resistance as the Soviet Union withdraws its army after an occupation which began in 1979.

The meeting may also be the first formal negotiation by the UN, which usually deals with governments, with an individual with no obvious political base; which sets him apart from, for example, Mr Yasir Arafat, chairman of the Palestine Liberation Organisation.

Mr Haq agreed to the meeting in spite of the opposition of some resistance leaders and some external advisers including Britain's MI6 intelligence services.

His key demand, which is expected to be met, is that none of the international aid collected by the UN for the reconstruction of Afghanistan and the rehabilitation of 5m refugees should be paid to or through the Soviet-backed Kabul Government of President Najibullah.

If it wins that demand, it would be a severe blow to the Kabul Government and would greatly enhance the status of Mr Haq and the other field commanders, some of whom will nevertheless be jealous of his sudden appearance in the international arena.

It would also weaken the seven-party resistance alliance based in Peshawar, Pakistan.

Prince Saifuddin Aga Khan, chief UN co-ordinator for the Afghan aid and reconstruction effort, has already met President Najibullah's Government

Continued on Page 22

## Toronto summit aims to soothe nerves of financial markets

BY PHILIP STEPHENS AND DAVID OWEN IN TORONTO

JAPAN and the US expected to sign trade pact

JAPAN AND THE US are close to resolving a year-long dispute over beef and citrus imports to Japan, according to Japanese officials quoted by Reuter in Tokyo yesterday. Both sides agreed to postpone discussions on Japan's demands to impose emergency curbs on beef imports should those rise sharply after trade is liberalised. The US wants a time limit on this provision while Japan wants it to be permanent. With this obstacle removed, the two sides were expected to sign an agreement today, the officials said.

The tactics of the seven appear to be to present any increase in West German rates as a minor tightening of policy rather than a trigger for a more generalised rise around the world. British officials said they had no expectation that finance ministers at the summit would consider concerted moves on borrowing costs.

A spokesman for Chancellor Helmut Kohl said any decision in West Germany would be made by the Bundesbank but added that there appeared no danger of a "strong" rise in rates.

Officials from several governments acknowledged that a possible resurgence of inflation was now seen as the main risk facing the world economy, but suggested that concerns in the markets about the implication for

## Kraft seeking to grow in Europe with Italian deal

BY ALAN FRIEDMAN IN MILAN

THE EUROPEAN presence of Kraft, the biggest US food processing group with nearly \$10bn of annual sales, is set to take a leap forward as a result of a deal which is at an advanced stage of negotiations with Parmalat, one of Italy's largest food and dairy companies.

Kraft is understood to be negotiating to acquire all or part of Parmalat.

The acquisition of the whole of Parmalat would more than double Kraft's presence in the Italian food market and would catapult it into a leading position. It would also provide Kraft with a solid base from which to expand in western Europe before the opening of the internal market in 1992.

Kraft, which emerged from the break-up in 1986 of the US conglomerate Dart & Kraft, has been in Europe for more than 50 years and has been operating subsidiaries in the UK, West Germany, Belgium, Denmark, Spain and Italy.

Italy is Kraft's fastest-growing market. Kraft made its first big Italian acquisition in 1985 when it bought control of Inverzini, one of Italy's largest cheese and dairy producers with sales last year of about £500m (£654m).

In the US, Kraft yesterday declined to comment on the matter, and in Italy Parmalat denied that any talks were under way. However, it has been learned that the closing of a deal between the

two companies is scheduled to be less than two weeks away. Representatives acting for Kraft have been examining the accounts and commercial dealings of 10 of Parmalat's divisions in recent days.

The talks have been so secret that not even the senior management of Kraft's Milan-based Italian subsidiary has been informed. Negotiations have been conducted directly between executives from Kraft's headquarters in Glenview, Illinois, and representatives of Mr Calisto Tanzi, the chairman and majority shareholder of the unquoted Parmalat.

Mr Tanzi is known to be a friend of Prime Minister Ciriaco De Mita. Apart from Parmalat, Mr Tanzi controls Odeon Television, a rapidly growing private television network.

Parmalat, based in Parma, had 1987 food sales of about £1,050m. It manufactures dairy products, frozen foods, biscuits and cakes. The company's declared 1987 profit of £130m amounts to a little over 1 per cent of its revenues. Much of Parmalat's sales come from low-margin dairy commodities. Debt servicing charges last year were 5.6 per cent of total revenues.

Parmalat has a workforce of 1,700. It also has interests in France, Spain, West Germany, the US and Brazil. The non-Italian interests contributed about £100m to group turnover.

Continued on Page 22

More summit news, Page 3

Review heralds tougher line, Page 8

Check the contract, Gov - all we promised was that you'd be sitting in your new office by Spring '88. **39**



## OVERSEAS NEWS

**Shultz visit signals shift on Central America**By Lionel Barber  
in Washington

**MR GEORGE SHULTZ**, US Secretary of State, is to visit Central America at the end of this month in what appears to be a shift by the Reagan Administration towards diplomatic rather than military solutions to the region's problems.

The Administration is looking to shore up the Nicaraguan Contra rebels who have just broken off peace talks with the Sandinista government.

But US officials are also concerned about political instability in El Salvador, where President Jose Napoleon Duarts has been diagnosed as having incurable cancer.

In a television interview yesterday, Mr Shultz said Central America was "a growing problem. It is the most troublesome area of American foreign policy," he added.

During his four-day trip between June 18 and July 1, Mr Shultz will meet the leaders of the four countries bordering Nicaragua - Guatemala, El Salvador, Honduras and Costa Rica.

Mr Shultz said no final decision had been made on whether to ask Congress to approve a military aid-package for the Contras. But he acknowledged they needed support at a critical stage in negotiations with the Sandinistas.

The Washington Post, quoting a senior State Department official, said the Administration had given up hope of securing military aid from Congress.

Mr Shultz's trip coincides with the end of a temporary 90-day ceasefire agreed between the Sandinistas and the Contras which expires on June 30.

**Peruvian exchange rates simplified**

**THE PERUVIAN** Government has reduced its unwieldy multiple exchange rate system for foreign trade from eight rates to five, writes Barbara Durr in Lima. Three of the lowest subsidised rates for imports were eliminated. The two rates for exporters were also adjusted upward.

The measures were regarded as preliminary steps towards broad economic adjustment.

**US set to take harder line on lending to East**

BY STEWART FLEMING, US EDITOR, IN TORONTO

THE REAGAN administration, under fierce bipartisan pressure from Congress, is expected at the Toronto economic summit, which opened yesterday, to take a firm line on Western loans to the Soviet Union.

The US stance follows the passage last week, by a vote of 96-0 in the Senate, of a non-binding resolution that "the president should consult with allied leaders on the impact on Western security of tied and untied loans, trade credits, direct investment, lines of credit, joint ventures, government guarantees and other subsidies to the Soviet Union, (other) Warsaw Pact countries, Cuba, Vietnam, Libya and Nicaragua."

West-East lending is just one of the political issues which President Ronald Reagan and his senior officials will raise at the summit, but it could prove to be the most problematical.

Mr George Shultz, US Secretary of State, said yesterday that another facet of the political discussions, where Washington will be looking for a co-ordinated international approach, is international drug trafficking. However, he appeared to back away from earlier suggestions that the US might seek international support for US sanctions against the

Panamanian强人Gen Manuel Noriega.

The US is also hoping to make progress in its efforts to secure international support for aid to the Philippines and to Afghan refugees, particularly from Japan, which had plenty of money available, Mr Shultz said last week.

Japan yesterday announced a new five-year plan, under which it would forgive \$16 billion of debt and interest payments by 17 of the world's poorest countries, including some in sub-Saharan Africa.

US officials have been making clear for the past week that they

are anxious for Mr Reagan's eighth and last economic summit to go smoothly.

The Congressional pressure for a co-ordinated approach to West-East lending reflects, in part, unease at the near euphoria which surrounded the Moscow summit of the US and the Soviet Union this month, at the end of which Mr Reagan called for the West to "assist" the Soviet leader Mr Mikhail Gorbachev in his efforts to reform the economy.

There is also unhappiness in Congress with the recent lending policies of West German and Japanese banks. Congressional offi-

cials maintain these have been making untied loans to Moscow - loans not linked to specific projects.

Senator Bill Bradley, New Jersey Democrat, in a statement which was seen as indicative of the breadth of bipartisan support for a stricter Western line on loans to the Soviet Union, said the allies "must recognise that the unconditional and unquestioned availability of Western capital to adversaries can threaten Western security interests." He called on the president to work out a "co-ordinated Western approach" to providing such loans.

## TORONTO SUMMIT

**Lower vote predicted for PRI in Mexico poll**By Our Foreign Staff  
In London

**MR CARLOS SALINAS DE GORTARI**, the candidate of the ruling Institutional Revolutionary Party (PRI), is set to win the Mexican presidential election by a solid majority. But he is likely to win a much smaller percentage of the vote than past PRI nominees, an opinion poll concludes.

The poll, taken by the Gallup organisation and released yesterday, indicates that Mr Salinas is ahead with 56 per cent of the vote. The left-wing coalition candidate Mr Cuauhtemoc Cardenas is second with 23 per cent and Mr Manuel Clouthier of the conservative PAN party third with 19 per cent. The other candidates have one per cent or less of the vote.

The exact figures in the poll, which was taken for ECO, a US-based Spanish language TV channel, should be taken with more than a pinch of salt: opinion polls in Mexico are notoriously unreliable. But Richard Burkholder of the Gallup Organisation said considerable care had been taken to filter out inaccuracies and distortions, including the use of secret ballots, a wide range of sampling spots and a sample of 1,800 voters.

This election is as much of an experiment for the pollsters as for the politicians. Mr Salinas was handicapped to succeed President de la Madrid as the PRI's candidate in the time-honoured Mexican fashion. But unusually, he has chosen to open up the elections as a real test of PRI's support and has pledged a clean contest, turning the fairness of the election into an issue.

The PRI is unlikely to be too unhappy with the picture the poll shows. Some analysts believe the PRI's position to be worse. But it does represent a drop in support since 1982, when President Miguel de la Madrid won with 70 per cent of the vote. Mr Salinas' camp hopes for 60 per cent.

Mr Salinas's move to open up the Mexican political system is plainly an uphill struggle. Few of the voters polled had any deep knowledge of all the candidates, and only 47 per cent confessed to giving the matter a substantial amount of thought. Moreover, politicians do not score well when voters assess their credibility: 16 per cent believe none of the candidates to be honest.

**Stars converge for a mutual celebration**

Philip Stephens weighs up leaders jockeying for attention and showing clout, but offering few initiatives



Takeshita: Danger of eclipse

Mulroney: Strutting busily

behaviour of English football supporters in the latter's country last week. The rampaging fans, detained in their hundreds over the weekend, were not going to be allowed to dent the western alliance.

As leaders from the US, Japan, West Germany, France, Britain, Italy and Canada gathered in downtown Toronto, the message filtering down to 4,000 eager journalists was that this was to be the occasion for a mutual celebration of past triumphs, not for new initiatives. Financial markets, which had shown signs of petulance at the end of last week, should take note.

However, as the most powerful men and women in the non-communist world put their heads together to swap views on everything from pevetrikes and farm subsidies to terrorism and AIDS, there would be plenty of news.

Even before the official welcoming ceremonies in the concrete flying saucer at the centre of Toronto's municipal hall, a flurry of briefings told of momentous discussions already under way.

Mrs Margaret Thatcher, British Prime Minister, had apologised to Mr Helmut Kohl, West German Chancellor, over the appalling

stability in relation to unspecified events in the 1970s. The British press corps sensed a big story but Mrs Thatcher's aides confided there had been no threat to her and the arrest appeared coincidental.

Jacques Delors, president of the European Commission, urged that the EC's inquiry into the sale be swiftly concluded.

British officials in Toronto said that the Prime Minister hoped to arrange a meeting with Mr Delors to discuss the subject during the course of the summit's formal proceedings. "We would like to have the matter concluded quickly."

officials said.

Mrs Thatcher's intervention has been interpreted as an indication that the two sides are still far apart on the size of the injection, which the EC hopes to see scaled back by £150m and £550m. It is widely feared that such a reduction would force BAe to abandon the takeover and force the Government to seek an overseas buyer.

The arrest was made on the grounds that Mr Collins's one-month visa had expired. He entered Canada from Ireland in September 1987.

British sources said that Collins was wanted by the RUC in connection with unspecified incidents dating from the 1970s.

Michael Derek Collins was later detained at his home in the city and is being held without bail pending an immigration hearing.

The arrest was made on the grounds that Mr Collins's one-month visa had expired. He

entered Canada from Ireland in September 1987.

British sources said that Collins was wanted by the RUC in connection with unspecified incidents dating from the 1970s. Police also confirmed the seizure of a weapons cache in a false ceiling in the Toronto area. The find included several loaded guns, other weapons and around 1,000 rounds of ammunition. In a separate incident, three Buddhist monks were taken into custody by Canadian security agents after they were discovered shadowing Japanese Prime Minister Noboru Takeshita. The monks who arrived by train in Toronto from Quebec were later released without charge.

It is widely believed that a meaningful statement on terrorism will emerge from the Toronto meetings.

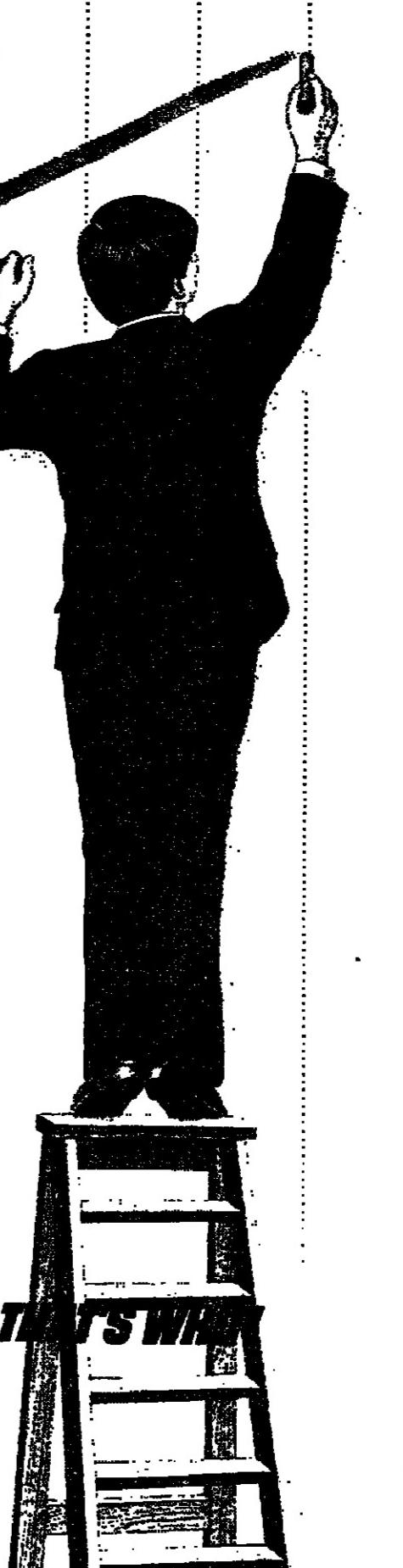
**IRA suspect arrested on visa charge**

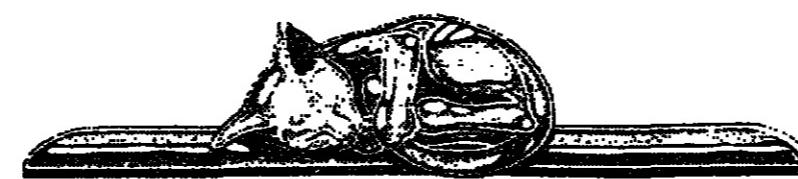
BY DAVID OWEN

**WHO'S REACHED WORLDWIDE SUCCESS IN ONLY TWENTY YEARS? DAEWOO THAT'S WHO!**

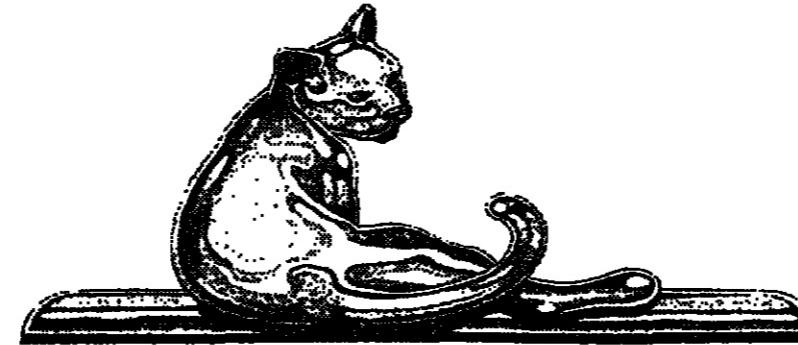
In 1967 the Daewoo Group opened for business with \$9,000, five employees, and an order for a small shipment of inexpensive shirts. Twenty years later, Daewoo is one of the world's most diversified and dependable suppliers with 1987 sales of about \$15 billion. From shipbuilding to construction, from heavy machinery to microtechnology,

from aerospace to telecommunications, from compact cars to compact disc players, there is no manufacturing challenge too big or sophisticated for Daewoo to meet. Why not let the same innovation that expanded our own business a million-fold in just twenty years bring some of your own business goals within reach.

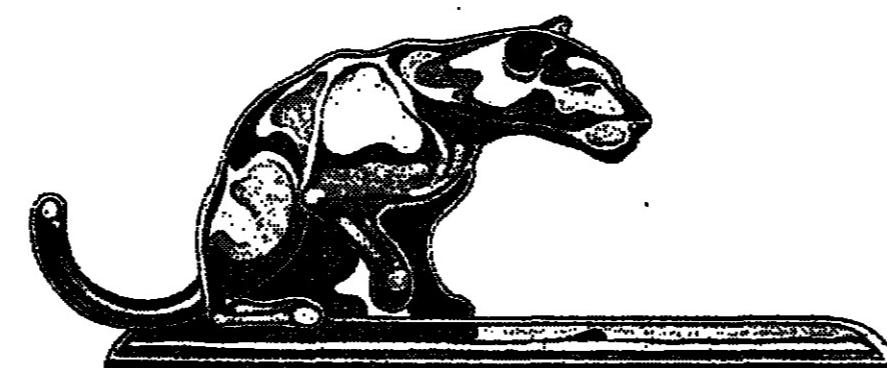




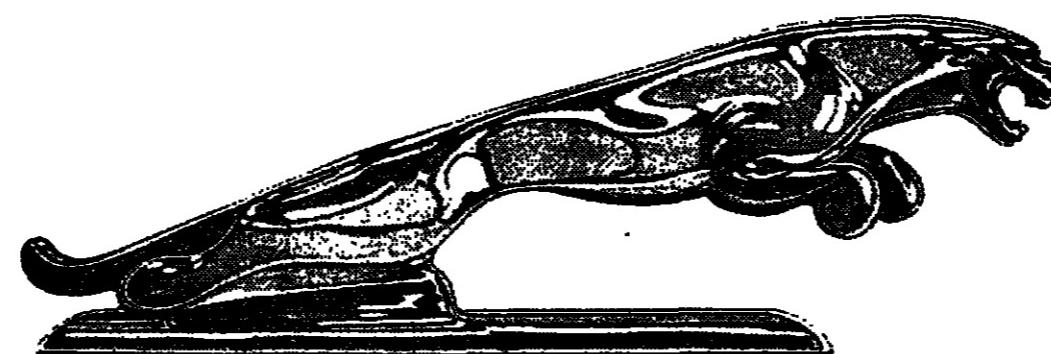
We cover



every Jaguar



until it's up



and running.

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In fact, we insure Jaguar's premises throughout Britain, the United States and Canada.

In partnership with their broker, Willis Wrightson, we assess and evaluate the insurance risks at each stage of assembly, the machines in use and the impact on the business should they be damaged.

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(Not that you have to be as big or as famous as Jaguar for our experts to take an interest.)



But should the worst ever happen, you can be sure that Commercial Union are the people to keep the wheels of industry turning.

So that the Jaguar never becomes an endangered species.

We won't make a drama out of a crisis.

## \*\*\* OVERSEAS NEWS

# West German Green Party split widens

BY DAVID GOODHART IN BONN

**THE WEST** German Greens – beset by internal faction fighting – are losing their position at the helm of Europe's Green movement and distracting attention from the progress of Greens in other countries, according to Ms Sara Parkin a Co-Secretary of the European Greens, a Brussels-based co-ordinating group.

Ms Parkin, attending a 'Perspective Conference' of the German Greens in Bad Godesberg, urged the Germans to "stop inspecting the green fluff in their own navels" and find a mechanism for dealing with their internal disputes.

"It was the Greens' triumphant entry into the Bundestag in 1983 that captured the imagination of people around the world and put Green politics onto the map. Greens in other countries are thus greatly saddened by their present dimmutes," she said.

The Perspective Congress did little to resolve these difficulties. The split between "realos" and "fundis" is, if anything, growing wider, although it has not yet dented the 7 per cent to 8 per cent of the national vote the Greens attract.

The policy differences over how quickly to close down nuclear power stations or pull out of Nato, are real enough, but no greater than the tensions

## Nine Red Brigades members arrested

By Alan Friedman in Milan

NINE members of Italy's Red Brigades have been arrested in Milan, in a police raid which uncovered an arsenal of munitions and propaganda material.

What gives the arguments an extra twist is the forced separation between the Greens' 6,000 holders of political office (from the smallest local council to 43 MPs in the Federal Parliament) and the Green party machine. The mainly realo politicians are not allowed also to hold positions in the party – that remains the preserve of the fundis, who thus keep a grip on policy.

Recently the party's image has been further damaged by a convoluted argument between the Parliamentary grouping and the Party Executive over rape in marriage. And more recently still, allegations of widespread misuse of Party funds have helped undermine the idea of Green purity.

An end to squabbling and drift could, however, be in sight. It has long been assumed that despite their differences realos and fundis need each other to clear the 5 per cent of the vote hurdle for national representation. An increasing number of realos now believe they can survive, indeed flourish, without the fundis.

Mr Joschka Fischer, a leading realo and former environment minister in Hesse, believes that without fundi dogma the Greens would appeal to German Yuppies.

## Apathy and protests mark Polish council elections

**APATHY**, protests and an opposition boycott marked voting across Poland yesterday, in elections for provincial and local councillors, Reuters reports from Warsaw.

About 26m Poles were eligible to vote for 254,000 candidates contesting 108,846 council seats that are renewed every four years.

The vote was held under a new electoral law that disappointed

liberalisation hopes aroused last year by General Wojciech Jaruzelski, Poland's leader.

The opposition announced a boycott to protest at the prior distribution of seats among the communist party and its allies.

According to election officials, the distribution will be 43 per cent for the communist party, 18 and 4 per cent for its Peasant and Democratic Party allies, and 35 per cent for non-party candidates.

### WORLD ECONOMIC INDICATORS

INDUSTRIAL PRODUCTION  
(1980 = 100)

	% change over previous year				
	May '88	Apr.'88	Mar.'88	May '87	year
US	125.2	124.8	124.0	116.0	+6.1
UK	Aug.'88	Mar.'88	Feb.'88	Apr.'87	
Japan	116.3	114.6	112.6	111.5	+4.3
	111.3	112.3	111.7	106.3	+11.0
W.Germany	Mar.'88	Feb.'88	Jan.'88	Mar.'87	
France	110.0	108.5	106.6	105.7	+3.9
Italy	106.5	105.5	105.8	102.5	+2.9
	104.2	104.3	103.1	100.9	+3.3

Source: Except US Eurostat.

### FINANCIAL TIMES CONFERENCES

#### TWO BANKING CONFERENCES ON THE EVE OF THE FT CENTENARY EXHIBITION

#### THE FINANCIAL SERVICES ACT - LEGISLATION IN ACTION - JULY 5

#### BLACK MONDAY - NINE MONTHS AFTER - JULY 6

These two conferences with exceptionally distinguished speakers are to be held at the London InterContinental Hotel. Mr David Walker is to deliver his first address as SIB Chairman on July 5 and the Hon Francis Maude, MP, Sir Martin Jacob, Mr John Morgan, Mr John Young and Professor Charles Goodhart are among the contributors. Deloitte Haskins & Sells are co-sponsoring and Mr Keith Woodley of that firm will be in the Chair.

On the following day, the conference, Black Monday - Nine Months After, brings to the FT platform Sir George Blunden and Professor Robert Glauber of the Brady Task Force as well as the Rt Hon Denis Healey, MP, Mr Terry Smith and Mr Gordon Macklin. Mr Jack Hennessy is to chair and deliver the opening address. The conference looks at the reasons for the events of late October, the responses of regulators, markets and players, the risk of further trouble and the robustness of the securities industry should that occur.

#### CENTENARY EXHIBITION AND EVENTS

London, 7, 8 & 9 July 1988

For the first time ever the FT is holding a series of conferences, workshops and events for its readers over the three days of the Centenary Exhibition which will be held at the Queen Elizabeth II Conference Centre in Westminster. Offered at £10 each, conference subjects include Capital Protection and Growth, Personal Pensions, Alternative Investments, Expatriate Requirements, Gold, the 1988 Budget & Personal Financial Planning and an Introduction to Investment. The programme of events includes an evening cruise and symphony concert, a Sotheby's tutored tasting of investment quality wines and a book reviewers' evening chaired by the FT Literary Editor, Lucia van der Post. Editor of "How to Spend It" and a team of experts, will devote an afternoon to executive fashion for men and women – an important way of investing in yourself. The exhibition and conferences are designed to enable investors to meet and hold discussions with bankers, brokers, investment advisers, fund managers, tax planners, pensions consultants and firms offering alternative investments in this central London location.

#### COMMERCIAL AVIATION TO THE END OF THE CENTURY

London, 30, 31 August & 1 September 1988

The accelerating pace of expansion in commercial aviation worldwide and the impact this will have on all existing facilities for the rest of this century will be the subject of the Financial Times latest conference to be held in London on 30, 31 August & 1 September, 1988 just before the Farnborough International Air Show. Speakers will include Sir Colin Marshall, Mr Heinz Ruhrau, Dato Abdul Aziz Abdul Rahman, Dr Günter Ester, Mr John Hayhurst, Mr Jim Worsham, Mr Stuart Idles, and Mr Sydney Gillibrand, the guest lunch speakers will be The Lord Brabazon of Tara, Parliamentary Under Secretary of State for Transport and Mr Matthew Soccoza, Assistant Secretary for Policy and International Affairs, US Department of Transportation.

All enquiries should be addressed to: The Financial Times Conference Organisation, 2nd Floor, 126 Jermyn Street, London SW1Y 4UJ. Tel: 01-925 3323 (24-hour answering service) Telex: 27347 FT CONF G Fax: 01-925 3125

## ACHILLE OCCHETTO HEADS OPPOSITION'S NEW GUARD

BY JOHN WYLES IN ROME

THE Italian Communist Party's increasingly desperate search for an electorally rewarding new role will receive an uplift tomorrow with the installation of Mr Achille Occhetto as its new leader.

Whether the changing of the guard in Italy's main opposition party will bring with it a lasting change of fortune is still open to doubt. The rank-and-file are looking for a leadership capable of reversing the party's steady electoral decline, but a winning formula has so far remained elusive.

Ms Nilde Iotti, a senior PCI leader who is now president of the lower house of parliament, said during a visit to England last week that the party had been

A 15.6 per cent rise in exports helped contain the Italian trade deficit in April to £683m (£291m), compared with £1.381bn in the same month last year, John Wyles reports from Rome.

Imports were 8.6 per cent

higher than in April 1987, reaching £14.475bn. In the first four months, the import total reached £5.475bn – 9.2 per cent up. Exports increased by 6.5 per cent to £4.345bn to register a four-month trade deficit of £1.241bn against £5.371bn a year ago.

Mr Occhetto, 52, is promising a "new road" for the party without saying what it should be – an approach which encourages a dissenting rumour to argue that the party should first decide its "line" and the choose its leader.

A quick-witted, combative former leader of the young Communists, the new secretary already has an illustrious party career behind him. He is clearly effective with the members, but his challenge will be to reach out to the non-believers.

## Montedison in Hungary venture

BY ALAN FRIEDMAN IN MILAN

ITALY'S Montedison chemicals concern has agreed a joint venture in Hungary for the construction of two plants for the production of polystyrene.

The deal will see Montedison, a subsidiary, taking a 35 per cent stake in the venture.

Dunai Koolajipari Vallalat (DKV), a Hungarian company, will also have 35 per cent, while the World Bank's International Finance Corporation will have 15 per cent and Hungarian institu-

tions will hold the remaining share.

The value of the deal was not disclosed, but Montedison said that IFC and Monte dei Paschi di Siena, an Italian bank, would provide financing for £90bn (\$35m) toward the project.

The joint venture company, to be called Dunamont, will begin production in March 1991.

Annual output of 45,000 tonnes of anti-shock polystyrene, under licence from Montedison, is fore-

cast.

Pressindustria, a Milan-based chemicals research and plant engineering company, has signed an agreement to form a joint company in the Soviet Union to operate in the field of applied research for the production of synthetic rubbers.

The accord creates a Moscow company called Slinion, to be owned 60 per cent by the Soviet Union and 40 per cent by Pressindustria.

Italian television yesterday showed Greenpeace film of the protest, which the group said took place in the Gulf of Hammamet off the Tunisian coast.

## SHIPPING REPORT

## Tanker market enjoys revival

By Kevin Brown, Transport Correspondent

THE oil market remained confused and volatile last week in response to what traders saw as the inability of the Organisation of Petroleum Exporting Countries to resolve their production quota problems.

Crude oil prices drifted downwards after the decision by Opec oil ministers to roll over their present ceiling of 15.06m barrels a day, which is generally thought to be about 3m b/d lower than actual production.

But the tanker market enjoyed something of a resurgence as the number of inquiries rose, leading to a slight increase in rates and a substantial increase in prospects for owners.

Brokers said excess production appeared to be going into storage, and E.A. Gibson said there were unconfirmed reports that a number of vessels had been recently taken for this purpose.

In the Gulf, demand for very large crude carriers was noticeably higher.

### GLOBAL INTEGRATION OF JAPANESE MANAGEMENT

ADVERTISEMENT

## Breaking New Paths

*The changes underway at Brother Industries mirror those within Japan itself. Heavy dependence on export markets has forced a reorganisation.*

*Now, With a range of new innovative products, the company is aiming at boosting domestic sales and improving the bottom line. Senior managing director Yoshihiro Yasui explains.*

By Brian Robins

### Communication equipment growing rapidly

*Robins: But even with the changes implemented over the past few years, most of the sales growth has come from traditional product areas.*

*Yasui: Certainly, the industrial sewing machines are in a good phase as are home sewing machines, which are doing well in the domestic market. In the field of communication equipment, including typewriters and printers are also doing well overseas because the overseas production phase has started. Overseas production sales of communications equipment, including typewriters and printers, along with microwave ovens and home sewing machines will be in the range of £20 to £30 billion, up from £15 billion last year.*

*Robins: Of your overseas markets, Europe now appears to be as important North America?*

*Yasui: Clearly, both markets are very important to us. In terms of exchange rate movements, the link between European currencies and the yen has been much more stable when compared with the US dollar.*

*Robins: But in terms of future production plans, how do you see your European operations developing?*

*Yasui: Our policy is to produce our products where they serve people's needs. So, in Europe, we should emphasise the production of typewriters, printers, maybe microwave ovens and perhaps in the future, apparel sales. Products in these areas sell well in Europe.*

*We at Brother Industries always emphasise not just the machine or hardware, we sell, but also the software, or the emotional impact that our products have on people's lives. Let me explain. In Europe, microwave ovens are becoming increasingly popular, because they are practical, but also help improve the standard of living or lifestyle. We sell microwave ovens in Europe, but not just the piece of equipment itself. Rather, we seek to promote not just the microwave oven, but also the impact that it can have in improving the overall quality of life.*

*So, we emphasise the cooking,*

*as much as the microwave oven itself. Similarly with our sewing machines, where we sell a product which gives satisfaction in a practical as well as an emotional sense to customers.*

*Robins: In your experience, how does the quality of the parts you source from your local suppliers overseas compare with that available in Japan?*

*Yasui: As you are aware, Japanese always emphasise the quality of their products, which is well recognised in the world market. Of course, there are additional factors such as the requirement for reasonable pricing, after-service and delivery must be timed to fully meet customer needs. But we always have a policy of quality first.*

### Local parts supply to expand gradually

*If we begin to source parts from, say Spain, the United Kingdom, West Germany and so on, then it begins to affect the quality, cost or delivery schedules. If, for example, the local content level is set too high, we will suffer in terms of the quality, cost and delivery. So, we hope that local content rules will not be too rigid. But gradually, local content will be built up little by little, in a steady manner to meet the needs of foreign countries.*

*To be co-operative and also competitive internationally, we are trying to bring our engineering skills to the local parts manufacturers where we source some products, and also our management style to our parts suppliers. But it takes time for them to reach the stage of becoming good parts*

*manufacturers that we can rely on. For example, we have a plastics manufacturer who is a business partner that we rely on, and we showed them our plant, so that they could see our equipment and how we use the parts and materials that they supply to us. After that, they adapted their production to fully meet our needs. So it will work in the long run.*

### Computer imaging and optics targeted for growth

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## OVERSEAS NEWS

## Japanese strive to become good Europeans

**EXECUTIVES OF** Japan's manufacturing companies often express the wish these days to be "insiders". However, this odd-sounding desire has nothing to do with illicit share trading. Rather, it is a charming Japanese way of expressing a sudden wish to be good corporate citizens in Western Europe.

Battered by anti-dumping charges, worried about their place in the post-1992 unified European Community, Japanese companies are now scrambling to upgrade both their images and their operations in Western Europe.

Sony, the undisputed paragon for the moment, proudly presents in one hand its (two) Queen's awards for export from the UK while showing in the other the Sony brand wine from the vineyard it so respectfully preserved when setting up a plant in Alsace two years ago.

On a more substantial level, many Japanese companies are now talking about rationalising production in their European plants, boosting their research and development activities in Europe and moving more and more decision-making power to European headquarters.

Ostensibly, all of this focus on Europe is attributable to the approach of 1992, the year when internal trade barriers among European Community member countries are scheduled to be dismantled.

The Japanese, it is said, are convinced that the EC is going to become ultra-protectionist and they want to be well established in Europe by the time that happens.

In fact, 1992 has little, if anything, to do with it. Rather it is the European Commission's anti-dumping offensives of the past two years which have really concentrated the minds of Japanese executives.

Those offensives have exposed how little the Japanese have so far contributed to the European economies. They have shown that, in the first instance, Japanese companies have preferred to import into Europe rather than set up local manufacturing.

Then, in response to European political pressure, they established simple assembly plants to put together Japanese-made components. At the beginning of 1987, the 220 Japanese companies

Under pressure from anti-dumping offensives, Japan's businessmen are eager to get inside the European market before internal trade barriers fall in 1992, reports Ian Rodger

## 1992 THE EUROPEAN MARKET

operating in the EC employed 500,000 people, less than IBM alone. Latterly, they have complained that it is difficult to raise local content because of the lack of suppliers in Europe of high-quality components.

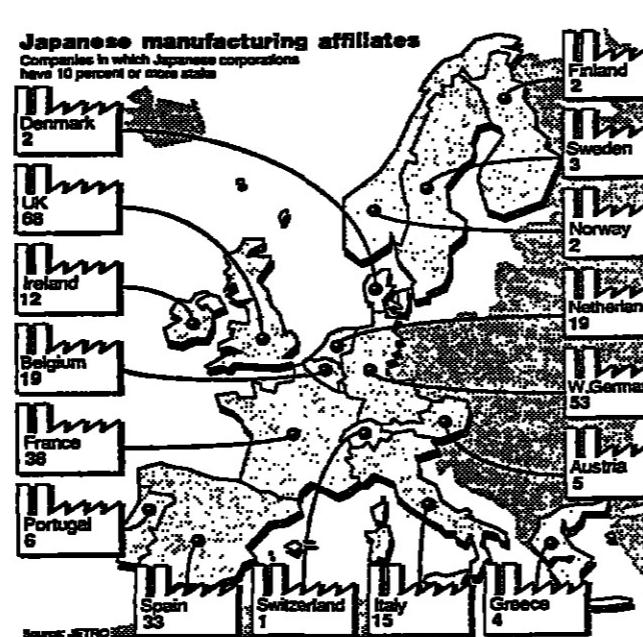
However, now the pressure is on. The Japanese know that unless they change their ways, they will be run out of European markets, with or without 1992. And they all feel that European markets are simply too important to ignore.

With a few exceptions, such as Sony, Nissan and a couple of others, Japanese companies make little attempt to justify their past performance in Europe. The emphasis these days is on future commitment.

Take, for example, the case of Canon, the large cameras and office equipment group. Canon's goal, as explained by its president, Mr Ryuzaburo Kaku, is nothing less than to make its operations in Europe self-sufficient by 1992.

"We plan to be able to supply everything we need for our European operations in Europe," Mr Kaku said in a recent interview.

The immensity of this commitment would be difficult to overstate. Of the group's total sales today, about 30 per cent are in



alone for making video-cassette recorders and VCR parts. Toshiba points out that some of the proliferation of plants in the past is attributable to history, such as its former joint venture with Rank for making television sets, rather than to politics.

Nissan is a clear exception to these patterns. The company says it has accelerated its production plans in Europe because, from 1982, it will be able to get over the protectionist barriers against Japanese cars in individual European markets.

"We have made a tremendous investment in Europe. We are ahead of the other Japanese manufacturers. Why not take advantage of it?" Mr Kanawa asks. He says the company also hopes to achieve considerable rationalisation of parts manufacture in the UK and Spain once European standards are harmonised.

Japanese businessmen's attitudes to 1992 vary considerably. Almost all of them expect that the EC will become more protectionist, but most are not particularly distressed about it. Their objective is to be insiders, so as not to be affected by the protectionism. "The EC will become a hard shell for outsiders, so we will have to be inside," says Mr Okuhara of Toshiba.

They are also loth to criticise European companies for seeking some advantages over foreign-based companies in the European market. "If I were European, I would argue for a privileged position too," says Mr Okuhara of Toshiba.

Others recite a similar creed. Mr Michirou Okuhara, senior manager for research and planning in the international business promotion division of the electricals group Toshiba, muses about the problem of becoming a true European corporate citizen.

"Factors may not be the decisive element," he says. "We have to commit ourselves to an overall presence, increase R&D activity and give our European operations more independence."

Nissan, too, is working to be what Mr Yoshikazu Kanawa, the company's board director with responsibility for European sales, calls an "insider" in Western Europe. The company is already well-established in Europe, and last month agreed to

set up the embryo of what it hopes will become a European headquarters with considerable independence from Tokyo.

Most companies insist that they would be going along this route even without the approach of 1992. Sony, which began overseas production in the early 1970s, is well ahead of the others, employing overseas nationals as managers, developing local R&D expertise and integrating production of overseas factories.

Its factory at Bridgend in Wales makes television picture tubes for factories in Barcelona and Stuttgart. The factory in Alsace makes components and sub-assemblies for other European plants.

However, Sony and other electronic product makers say there is a limit to how much rationalisation is practical, and they doubt that 1992 will make much of a difference to their thinking.

"Naturally, if we have one big factory, we get the benefit of mass production, but we find that is not necessarily the most efficient way," Mr Kaku of Canon says. "Even if it were possible to build one large facility in Europe, we would probably have separate ones."

Matsushita says that it has three factories in West Germany

nation except Denmark. Mr Maystadt said that they had to be reduced if Belgium was to remain competitive internationally, especially in view of tax reductions under way in other countries.

But he stressed the reform would not be allowed to add to the Government's heavy budget deficit, which the coalition aims to cut to 7 per cent of gross national product by the end of 1988 from an estimated 8.5 per cent this year.

The tax reform must be neutral in budget terms. That means [it] may neither aggravate nor reduce the budget deficit," he said. Much of the cuts in direct taxation would be financed by raising revenues in other ways from individuals and business.

To encourage an improvement in the country's low birth rate, it also favours families with several children.

## EC member states to end barriers in truck industry

BY WILLIAM DAWKINS IN BRUSSELS

EUROPEAN Community member states are expected to agree to scrap some of the more politically sensitive plans for scrapping internal trade barriers before he hands over the EC presidency to Greece at the end of the month.

The accords will be a political boon for a West German presidency that has pinned its reputation on making progress on the internal market, where it has few achievements so far outside financial services.

Yet Bonn is expected to fail to get significant progress on other major points outlined in Mr Kohl's letter, EC officials warn.

Those include controversial plans for an EC merger control regulation — France and the UK are sceptical — a Community trade mark, blocked by rules over which country should host an EC trade mark office, and freer competition for public works contracts.

They follow a plea by Mr Helmut Kohl, the West German Chancellor, to his fellow EC lead-

ers to sink their differences on some of the more politically sensitive plans for scrapping internal trade barriers before he hands over the EC presidency to Greece at the end of the month.

The accords will be a political boon for a West German presidency that has pinned its reputation on making progress on the internal market, where it has few achievements so far outside financial services.

Bonn had refused, under pressure from its highly protected and influential truck drivers, to give a firm guarantee to scrap quotas. In the end, it settled "to take necessary measures" to end quotas by 1992 and to replace them with EC licences which give hauliers freedom to drive anywhere on condition that they work to high standards.

The diplomats' accord will allow members of government-regulated professions to practise freely across the EC subject to basic training periods or tests in their new country.

scheme, which will ban by 1992 country-to-country and EC-wide quotas on the number of truck journeys allowed between member states.

A surprise compromise emerged late last week after five meetings between Mr Stanley Clinton Davis, the European Transport Commissioner, and Mr Jürgen Warneke, the West German Transport Minister.

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## Minister predicts cut in Belgian taxes

MR PHILIPPE MAYSTADT, Belgium's Finance Minister, yesterday said that he hoped to have measures to cut Belgian income tax rates, which are among Europe's highest, through Parliament by the end of this year.

Speaking on RTBF television, Mr Maystadt said that there was a broad political consensus on the main details of the Bfr32bn (S2.5bn) reform package.

He said the five-party centre-left coalition government of Christian Democrats, socialists and Flemish regionalists, which was formed last month aimed to submit the draft tax reform law to parliament before the August summer recess.

The bill should be voted on by year-end and phased in over four years, beginning with income earned next year, he added.

Belgium has the highest taxes of any European Community

nation except Denmark. Mr Maystadt said that they had to be reduced if Belgium was to remain competitive internationally, especially in view of tax reductions under way in other countries.

But he stressed the reform would not be allowed to add to the Government's heavy budget deficit, which the coalition aims to cut to 7 per cent of gross national product by the end of 1988 from an estimated 8.5 per cent this year.

The tax reform must be neutral in budget terms. That means [it] may neither aggravate nor reduce the budget deficit," he said. Much of the cuts in direct taxation would be financed by raising revenues in other ways from individuals and business.

To encourage an improvement in the country's low birth rate, it also favours families with several children.

## W Germany 'to back Airbus loan to East'

WEST GERMANY is planning to guarantee a commercial loan to the East German Government to help finance the purchase of three aircraft from Airbus Industrie by the East German state carrier Interflug, the West German weekly *Der Spiegel* reported.

Mr Franz Josef Strauss, the conservative prime minister of Bavaria, is also chairman of Airbus' supervisory board.

AP-DJ report from Frankfurt.

The loan of more than DM1bn would carry an annual interest rate of 4.9 per cent and run over a 16-year period, the magazine says today. The Government's guarantee allows much better terms than East Germany could get in financial markets.

The driving force behind the loan, which is believed to be lead managed by Dresden Bank AG, is Mr Franz Josef Strauss, the conservative prime minister of Bavaria.

Mr Strauss is also chairman of Airbus' supervisory board.

## MPs to meet Tehran officials

BY ANDREW GOWERS, MIDDLE EAST EDITOR

AN ALL-PARTY group of British parliamentarians was yesterday flying to Tehran in what one of them described as an attempt to make a "small but positive step towards improving Anglo-Iranian relations."

The four — Conservative MPs Cyril Townsend and Robert Kilroy-Silk, and Labour's Tom Clarke (Labour) and Lord Tordoff (Social and Liberal Democrat) — were expected to meet senior Iranian officials, possibly including Mr Ali Akbar Hashemi Rafsanjani, the powerful Parliament speaker, for talks on a wide range of issues including the Gulf war and the obstacles to better ties between London and Tehran.

The talks were also expected to touch on the question of three British hostages held by pro-Iranian rebels. The announcement said:

In a recent report to the UN Security Council on Cyprus, Mr Perez de Cuellar said he asked the two leaders to meet soon without preconditions to seek a settlement of the Cyprus problem based on a two-state federation.

The announcement said Mr Vassilou, after hearing the views of the parties, "decided to respond positively and accept the UN Secretary-General's proposals as they are."

A Greek Cypriot official, who declined to be named, said the talks might start in July in Geneva during a visit there by Mr Perez de Cuellar.

Turkish Cypriots have indicated that Mr Denktash would accept the Secretary-General's proposal and meet Mr Vassilou, but no official announcement has been made.

Cyprus has been divided since Turkish troops invaded and captured the northern third of Cyprus after a Greek Cypriot coup d'état aimed at uniting the island with Greece.

Turkish Cypriots, a one-fifth minority in the island of 650,000, have formed their own breakaway state, headed by Mr Denktash, in the Turkish-controlled territory.

Several rounds of talks between Turkish and Greek Cypriot leaders, under UN mediation, have failed to resolve disputes over the form of a federation and withdrawal of some 25,000 Turkish troops stationed in northern Cyprus.

Yerevan Radio said the disturbances happened on Friday in Masrik and Sayat Noy near the Turkish border, the BBC's monitoring service reported.

"The window panes of a number of houses have been shattered and damage has been caused to household furnishings," Yerevan Radio said.

It said there had been no injuries and authorities had taken decisive measures to restore order. appealing for civilised and calm behaviour, it said lawbreakers would be punished.

In recent weeks there have been demonstrations in Yerevan and other Armenian cities for the unification of Armenia with Nagorno-Karabakh, a region of Azerbaijan whose populations is 75 per cent Armenian. Azerbaijan leaders oppose the move.

Iran, which has had no permanent representation in Tehran since a fit-for-fit series of expulsions of diplomats last year.

For its part, Iran will be looking for signs that Britain is prepared to be more accommodating towards its search for a face-saving way out of the Gulf war.

Mr John Lytle, a personal representative of Dr Robert Runcie, the Archbishop of Canterbury, was still in Tehran yesterday.

According to Iranian media reports, he delivered a letter from Dr Runcie to Iranian officials expressing the hope that efforts to improve relations might eventually lead to the release of the hostages, including the Archbishop's special envoy Mr Terry Waite.

He added: "They [the police] only told us we had violated paragraph 3 of law 68/65. But they didn't tell us what the law was. They said they hadn't the authority to tell us on whose authority we were deported."

Other deportees said it was clear that the Czechoslovak authorities were unwilling to allow its citizens to get together informally to discuss human rights and peace, in spite of the fact that similar meetings had taken place in Moscow, Warsaw and Budapest.

## Czechs crack down on rights meeting

BY JUDY DEMPSEY IN VIENNA

THE Czechoslovak authorities deported 32 foreigners at the weekend following a clampdown at a meeting in Prague between human rights and peace activists from both East and West.

It is the clearest indication yet that the authorities are reluctant to push ahead with *glasnost* (openness).

Members of Charter 77, the independent human rights movement, and the newly established Czechoslovak Independent Peace Association had invited participants from Poland, Hungary, East Germany, Yugoslavia and several Western countries to attend a three-day seminar.

The seminar, called "Prague

'88", had intended to focus on issues including democracy and human rights, conscientious objection and the establishment of a European Peace Parliament.

But when the first session opened in Prague on Friday evening, several members of Charter 77 were detained. On the following day, after several hours of detention, 32 foreigners were deported.

Mr Rob Leavitt, a member of the Institute for Defence and Disarmament Studies based in Massachusetts, was deported, along with three other Americans, to Vienna.

"We not told why we were

being deported," said Mr Leavitt yesterday in Vienna.

He added: "They [the police] only told us we had violated paragraph 3 of law 68/65. But they didn't tell us what the law was. They said they hadn't the authority to tell us on whose authority we were deported."

Other deportees said it was clear that the Czechoslovak authorities were unwilling to allow its citizens to get together informally to discuss human rights and peace, in spite of the fact that similar meetings had taken place in Moscow, Warsaw and Budapest.

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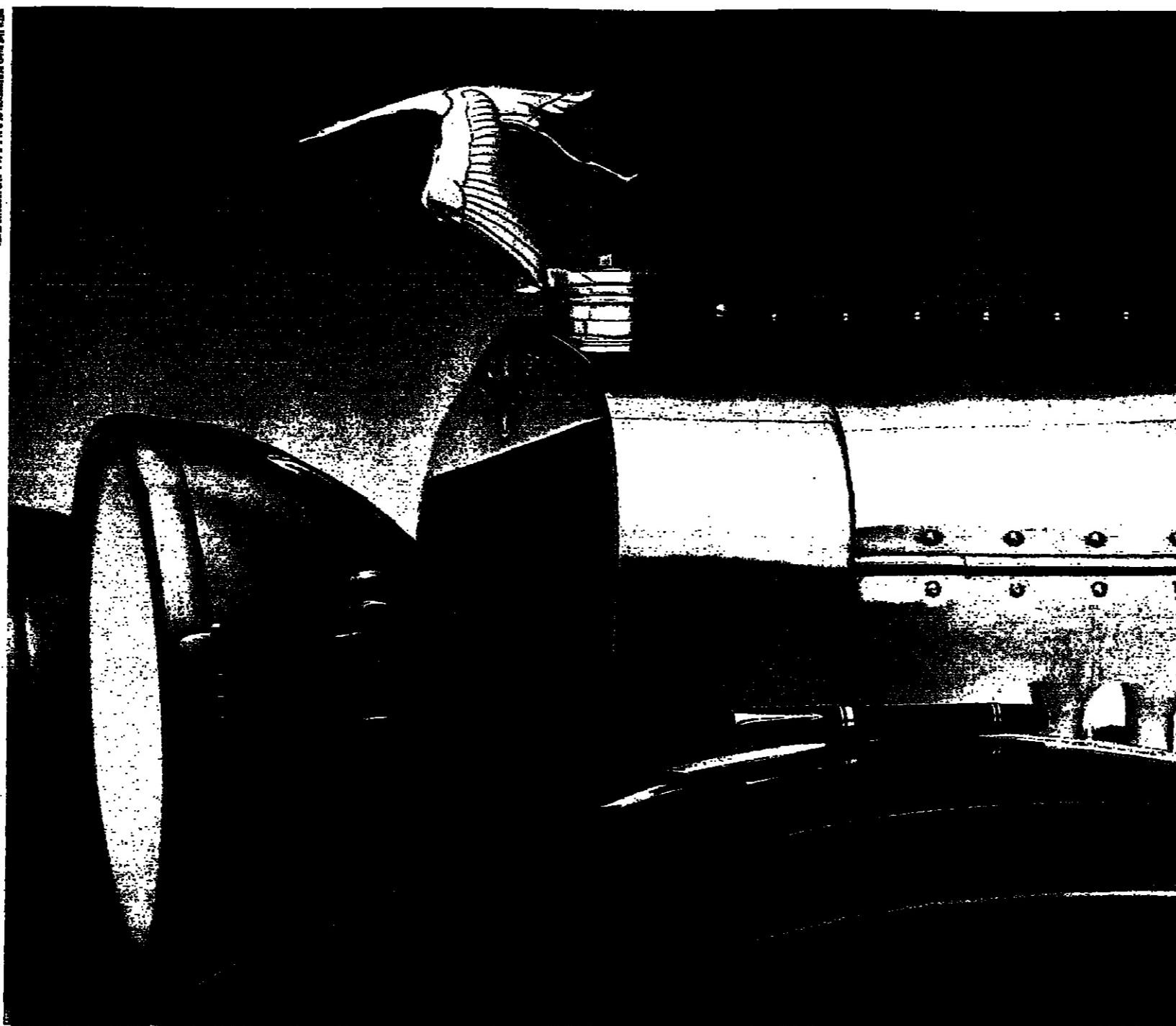
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## Credito Italiano S.p.A. 1987 results

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CUSTOMER DEPOSITS	26,768 (- 0.6%)
SHAREHOLDERS' FUNDS	3,208 (+ 25.8%)

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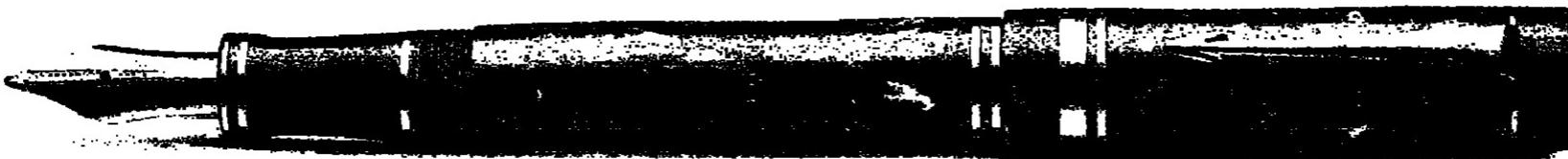
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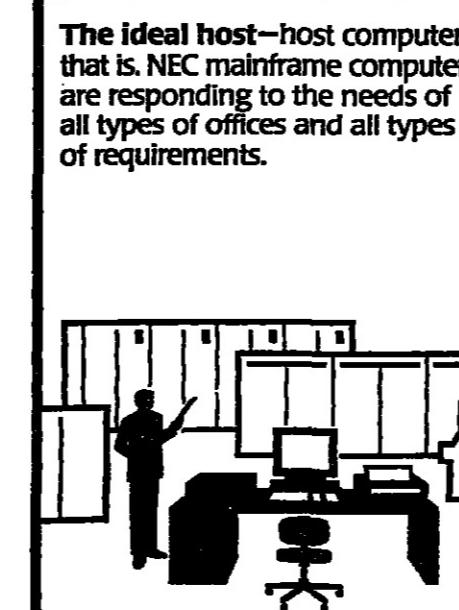
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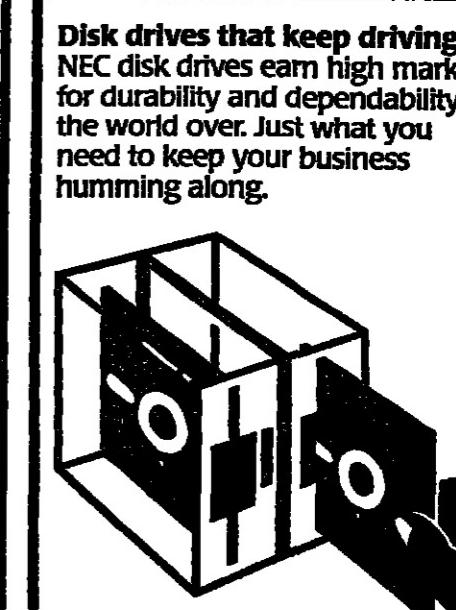
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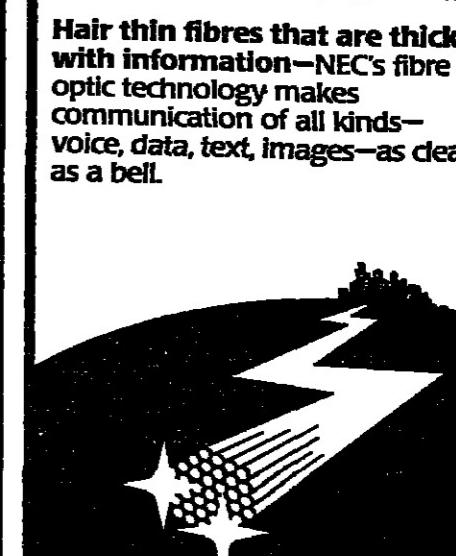
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## Industry group says outlook is 'less buoyant'

BY MICHAEL PROWSE

THE OUTLOOK for British industry is less buoyant than in recent months, says the Confederation of British Industry in its June survey of industrial trends, out today.

The survey covers 1,357 companies which together employ about half Britain's manufacturing workforce. It forecasts a small reduction in the growth of manufacturing output in the next four months and reveals a slight loss of confidence on the part of British industrialists.

The balance of companies predicting increases in output (those expecting increases less than those expecting declines) was 30 per cent in June, compared with 34 per cent in May.

The balance of firms reporting "above normal" order books was 13 per cent, compared with 21 per cent in May. This was the weakest figure for order books since November.

Export order books were also slightly less strong, with 23 per cent of companies reporting above normal orders compared with 25 per cent in May.

The balance of companies expecting prices to increase over the next four months rose to 21 per cent in June, from 18 per cent

in May, but remained well below levels recorded earlier in the year.

Mr David Wigglesworth, the chairman of the CBI's economic situation committee, said the slight weakening of order books "could be an indication that the rate of economic growth is starting to moderate to more sustainable levels."

However, he warned against reading too much into a single month's figures and said next month's quarterly trends survey would give a clearer picture of economic developments.

So far as inflation was concerned, it was encouraging that "the growth in output continues to match demand."

The findings of the CBI survey are in line with recent macroeconomic statistics. Figures released by the Central Statistical Office on Friday show that manufacturing output, although at the highest level since 1974, is no longer growing rapidly.

Output in the three months to April was 0.2 per cent lower than in the previous three months.

Official figures also show that inflation is rising. The retail price index rose by 4.2 per cent in the year to May, the highest increase for seven months.

## THF says it would sell Savoy stake

BY PHILIP COGGAN

TRUSTHOUSE FORTE has said it would be willing to sell its stake in the Savoy Hotel group if a buyer appeared prepared to pay the current share price.

The statement came in a letter to Savoy group shareholders, sent as part of the long-running battle between Trusthouse Forte, one of the largest hotel groups in the world, and the much smaller Savoy group.

If Trusthouse Forte does obtain more than 50 per cent of the votes, it says it would make a general offer "at a fair value" for the remaining shares.

Trusthouse Forte's brokers, Phillips & Drew, consider that on normal trading grounds the value of the Savoy equity would be between £175m and £200m.

The circular to Savoy shareholders concerns an Extraordinary General Meeting which is due to be held on July 1.

At that meeting, the Savoy board is asking shareholders to censure Trusthouse Forte for its latest round of litigation against the company.

Central to the dispute is a key 5.77 per cent of high-voting "B" shares which Trusthouse Forte is seeking to have disenfranchised.

Trusthouse Forte claims that the shares, which are beneficially owned by a Swiss-based charity, were improperly issued.

The Savoy board, however, says that if the shares are disenfranchised then Trusthouse Forte will be given effective control of the company, and that this would not be in the best interests of shareholders.

But even if the Savoy board wins the vote at the EGM, Trusthouse Forte is likely to press ahead with its court action.

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## Review heralds tough line on alcohol abuse

BY PETER RIDDELL, POLITICAL EDITOR

THE GOVERNMENT is to review its policies on alcohol abuse, and may consider increases in alcohol taxation and curbs on its advertising.

The review follows demands by Mrs Margaret Thatcher, the Prime Minister, that urgent action is necessary to combat recent outbreaks of drunken violence by young people.

Proposals on alcohol abuse have been under consideration for some time by a ministerial committee chaired by Mr John Wakeham, the leader of the House of Commons, and discussions with the drinks and advertising industries have taken place.

However, new impetus has been given to the review by reports of serious disturbances involving young people in several rural south-eastern at weekends, as well as by the violence in West Germany by English football supporters during the present European football championship.

Mr Thatcher is furious at these events and, as so often in Whitehall, her involvement has shaken up the discussions, with ministers and officials urgently putting together a range of options. This involves both the Wakeham committee and a report being prepared by Mr

Douglas Hurd, the Home Secretary, on measures to tackle hooliganism.

Among the main options being investigated are:

- Increases in Government duties on beer and possibly other alcoholic drinks to raise the price, which has declined in real terms, and to extend the recent budget concession in favour of low-alcohol and alcohol-free drinks;

- Orders by the Home Office to magistrates to be more restrictive in granting liquor licences and in approving late-night extensions;

- Further encouragement to brewers and advertisers to tone down advertising aimed at young people.

Any changes in the level of duty on alcohol would be closely scrutinised by the Treasury, particularly in view of European Community efforts to harmonise indirect tax levels. The Treasury is thus refusing to make any commitment yet on the structure of alcohol taxation.

The subject of alcohol advertising has already been closely scrutinised by the Wakeham committee which rejected calls for banning television and cinema advertising and instead proposed changes in the code of practice

for such adverts. The Independent Broadcasting Authority and the Advertising Standards Authority are preparing an adjustment of the code to take account of this concern.

However, much stronger action was urged by Baroness Masham's report on alcohol and young people for the Home Office Standing Conference on Crime Prevention.

This called, among other measures, for a ban on alcohol adverts on television and cinema.

Yesterday, in a BBC Radio interview, Lady Masham noted that the Home Office had been looking at the report since last November and stressed the "very serious" nature of the problems.

She urged restrictions on drinking in public places and a more active role for licensing justices.

On the same programme, Mrs Ann Taylor, a Labour home affairs spokesman, said: "The Government has got its policies and priorities wrong, since the recent Licensing Act did extended licensing hours, encouraging more drinking and longer drinking, before the problems associated with alcohol had been tackled.

The act, which recently became law, allows pubs to open for up to 12 hours from Monday

to Saturday, and because of a mistake in the House of Lords by Lord Ferrers, a Home Office Minister, an extra hour of drinking will be permitted on Sundays.

Maggie Urry writes: Mr Alick Rankin, chief executive of Scottish & Newcastle Breweries, said:

"The (Government's) proposals would appear to penalise the large majority of people who enjoy and utilise drink in a sensible way." He argued that current concern was focused on the behaviour of "a very small but irritating minority of people" and that measures under discussion seemed to be an over-reaction.

Mr Rankin added that the real issue was the motivation of alcohol abusers. He said "we must be very careful we are not dealing with the manifestation rather than the root cause."

Mr Rankin, who is also vice-chairman of the Brewers' Society, a trade body, said: "The brewing industry and my company support moderate drinking in every way."

He said it would be hard to gauge the effect on brewers of the proposals until specific measures had been put forward.

## Labour says it would limit rents

By Andrew Taylor

A LABOUR Government would reintroduce rent controls for private landlords and housing associations, Mr Clive Soley, Labour housing spokesman, said yesterday.

Mr Soley said this commitment would alarm some private companies and financial institutions considering investment in rented housing under the Government's Housing Bill.

"Some private investors may be frightened of investing in rented housing when they realise a Labour Government would reimpose rent controls," Mr Soley told the Financial Times.

The Housing Bill, subject of a marathon debate in the House of Commons last week, proposes to abolish rent controls imposed under the Rent Acts. Rents would be free to rise and, it is expected, would be high enough to give landlords and investors a satisfactory return.

Mr Soley warned that private investors seeking to take advantage of the bill could get their fingers burned under a Labour Government if they tried to make profits from rents which low-paid people would be unable to afford.

He said Labour would not reintroduce the Rent Acts in their present form but would try to create a new mechanism to satisfy landlords' need for a satisfactory return for tenants.

"The acute shortage of rented housing in Britain means there is likely to be an explosion in rents when controls are lifted. I do not believe any Government could live with that situation for very long without establishing some system for setting rents independently of landlords," he said.

## Curbs to accountancy courses planned

BY DAVID THOMAS, EDUCATION CORRESPONDENT

AN END TO growth in the number of accountancy graduates and the closure of up to three university accountancy departments are planned, despite accelerating demand for accountancy skills.

The proposals by the University Grants Committee, responsible for funding Britain's universities, will mean that they expect no union other than the electricians, namely, the AEU engineering union, to vote against suspension.

The EETPU's executive committee

firmed its refusal to accept the TUC's instructions on its deals with Orion Electric in South Wales and two Christian Salween depots. Union leaders said they had racked their brains to try to find a formula to prevent suspension, but could not do so.

Instigating this the union would not accept the TUC's instructions. Mr Eric Hammond, EETPU general secretary, said: "It has become a black and white position: you either accept the instructions and stay in, or you don't accept them and go out."

He hoped the split would be a separation rather than a divorce, but said that even if the EETPU merged, as planned, with the AEU, the new union would not accept the TUC's order on the two agreements, which might lead to it too being excluded.

EETPU executive members and officers yesterday presented reports of soundings taken in the union among shop stewards, at

local conferences and among members on the issue. They were showing support for the union's stance, with some unofficial local votes recording majorities of more than 50 per cent in favour.

Union leaders have started balloting the union's 330,000 members on the issue, and the result, due on July 18, is expected to confirm such reports.

Mr Hammond yesterday accused the TUC of undue haste. He said: "The TUC really doesn't want to take account of our members' views, and is in a hurry to get the decision made and have us out before our members are heard."

EETPU leaders yesterday underlined the electricians' difference from other unions by launching for its members a new EETPU Consumer Guide.

The glossy pack, explicitly seeing the union's members as consumers, contains a range of consumer law and other information, from the Office of Fair Trading.

Further major expansion of accounting places in universities at the present time.

Justifying this, it says: "The biggest factor inhibiting the development of accounting is the dearth of appropriately qualified candidates for teaching positions... The major cause is the huge gap between academic and professional salaries."

There are more than three applicants a year for each of the approximately 2,000 places to read accountancy at universities.

However, the review recommends "that there should be no

expansion of courses but agreed that pay was the main problem.



## UK NEWS

## Hattersley attacks Benn as campaign intensifies

BY PETER RIDDLELL, POLITICAL EDITOR

**SUPPORTERS OF** Mr Roy Hattersley's campaign to retain the deputy leadership of the Labour Party stepped up their propaganda battle at the weekend ahead of a series of crucial meetings in the next few weeks when the trade unions and constituency parties decide their votes.

Mr Hattersley himself delivered a strong personal attack on Mr Tony Benn, the challenger to Mr Neil Kinnock for the party's leadership. The deputy leader's campaign claimed the support of the majority of the party's MPs.

The Hattersley camp is seeking to create a momentum of inevitability victory after the arguments of the past month about defence policy and the damage created last week by Mr Denzil Davies's resignation as defence spokesman.

However, supporters of Mr John Prescott, Mr Hattersley's main rival for the deputy leadership, claim growing support among constituency parties.

Meanwhile, the defence arguments will be reopened later today when Mr Benn will deliver a speech at the conference of Aslef, the train drivers' union, in Blackpool. He is expected to argue that the present leadership is distancing the party from its official non-nuclear defence policy.

Mr Benn is expected to argue that it would be useless as a bargaining counter to retain the nuclear bomb with the addendum that it would never be used.

Mr Hattersley's campaign claims that 130 Labour MPs are already committed to him.



Roy Hattersley: 'Slogans in place of serious thought'

betraying the party, undermining the prospects of a general election victory and of distorting the party's policy review.

He said: "The policy review is essential to our victory. The time has come to protect it from the distortions by which Tony Benn and the few who follow him seek to damage it. For too long they have attempted to substitute slogans for serious thought, and behaved as if serious policy could be shouted through a megaphone from the back of a lorry."

Mr Hattersley added: "That is not Tony Benn's worst excess. For weeks he has deliberately sought to distort the truth about the policy review. He has suggested that the leadership is betraying socialism, betraying the party and betraying the party and betraying the party."

Responding to Mr Benn's allegations of betrayal, Mr Hattersley said: "I don't believe that any betrayal can be as great as knowingly to undermine the prospects of a Labour victory at the next election while pretending to defend the Labour Party's rights."

Mr Eric Heffer, who is challenging Mr Hattersley on a joint ticket with Mr Benn, has repeated his accusation that the party is retreating from socialist policies. He said that under the excuse of changing Labour's policy, fundamental retreats were taking place. "Accommodation is being made with the present system. Our task is not to accommodate the system but to change it. That is the real issue in the leadership election."

### Tourism grants at record £15m

BY DAVID CHURCHILL

**MORE THAN** 2,800 full-time jobs were created last year as a result of a record £15m of investment grants in new tourism projects by the English Tourist Board, according to figures released today.

The board says the grants, awarded to 809 projects, generated an additional £117.5m of investment from the private sector.

The West Country received the most tourism grant aid with 157 projects receiving £3.12m. Some 228 grants were given to projects involving hotel and other services accommodation.

### Owen signals policy shifts

BY OUR POLITICAL EDITOR

**THE CONTINUING** Social Democratic Party will toughen up its economic policies at its Torquay conference in mid-September, Dr David Owen, its leader, has predicted.

The four-day conference is intended to re-establish the identity of the separate SDP. Dr Owen has drawn particular attention to economic policy.

He argues that the former SDP/Liberal Alliance, of which he was joint leader, adopted the wrong approach at last year's general election by questioning the state of the economy during a boom. However, he now acknowledges that there were some wor-

rying signs with a credit boom and says that one way of providing restraint would be to restrict mortgage tax relief to the basic rate of income tax, rather than, as now, a person's marginal rate.

Similarly, Dr Owen argues that the SDP has toughened its policy on the social market economy since the split last winter with those who had joined the SLD.

In particular, Dr Owen cites his party's support for the privatisation of British Steel as a single entity and for the Government's decision on the Nestle bid for Rowntree once the Office of Fair Trading had reported against any reference to the MMC.

**SOUTH WALES** Electricity, set to become the largest public company in Wales after privatisation, has appointed two firms as advisers.

N.M. Rothschild & Son, the merchant bank, will assist in drawing up the detailed privatisation timetable and will advise on co-ordinating the flotation. Coopers & Lybrand, the accountancy and consultancy firm, will advise on accounting and financial policy.

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### Government backs study on mobile telephones

By Terry Dodsworth

**THE GOVERNMENT** has decided to back a telecommunications research project aimed at maintaining Britain's strong position in the fast-developing field of mobile telephone technology.

The project will bring together several leading electronics companies and academic institutions under the funding scheme provided by the Government's Link initiative.

The total state contribution will be £5.35m, contributed by the Department of Trade and Industry and the Science and Engineering Research Council. Industrial partners are expected to contribute at least an equivalent amount.

Link was designed to bring together industrial and academic research organisations in projects on basic technology.

The first schemes were launched at the beginning of this year. Funding so far earmarked amounts to £10m, of which the Government will provide up to half.

Lord Young, Trade and Industry Secretary, who has strongly supported the reorientation of government support for research to pre-competitive programmes, said that the telecommunications scheme was prompted by the convergence of telecommunications and radio technology.

The project would aim to develop methods of integrating the technologies involved in mobile radio, cellular and satellite mobile systems.

Underlying that strategy is the belief that the coming generation of telephone systems will allow users much more flexibility than at present. Small, portable telephones will be commonplace.

### Electricity board appoints advisers

BY RICHARD WATERS

**A GROUP** of medium-sized accountancy firms last week launched a campaign to raise their flagging reputation in the City. The move coincides with more accountancy mergers in the face of a competitive squeeze among firms.

The 20-member Association of Practising Accountants, formed almost three years ago but inactive until now, says it will use promotional literature and advertising to wean merchant bankers and others off their preference for Big Eight accountancy firms.

The association's member

### Road to awareness starts with motivation

BY CHRISTOPHER PARKES, CONSUMER INDUSTRIES EDITOR

**NATIONAL MOTIVATION** Week gets up and goes for it at break-time today.

For a select few, the occasion will be marked by an "energy breakfast" in a smart London hotel, to the accompaniment of a motivating harangue from charmer-novelist Jeffrey Archer.

The victims will be paid for by Langfords Exhibitions, sponsor of the five-day "week." Langfords also happens to be the organiser of the concurrent National Incentive and Promotion Exhibition at London's Olympia, where contestants can select from a tempting array of business incentives ranging from ashtrays and personalised pens to holidays in Hawaii.

According to the sponsor, the idea for National Motivation Week came from the deadening experiences of its management

on arriving back in Britain from overseas. They were galvanised by the contrast between the eager-to-please attitudes of foreigners and the averted eyes, deadpan faces and surliness in door, unmotivated Britain.

"It's a matter of raising awareness. We are not born-again motivators," said organiser Ms Jan Martins. "There are lots of people out there who spend half the day in bed, half doing a job they don't like, and half watching television," she adds, without making everyone feel bad.

Outside the Olympic village, companies involved in staff and management training (including British Rail), entertainment groups, the British Institute of Management, magazines such as Executive Travel and the Municipal Journal, and projects such as the Businessman of the Year contest, judged compatible with the

week's aims, will offer distraction, exhortation and some curious awards for those who throw themselves into the spirit of the odd quick quote."

Lord Forte, caterer extraordinary, offers: "Motivation has no set formula. It is excitement, dedication, determination and ambition rolled into one — plus an ample portion of incentive."

From Jimmy Savile, professional teenager comes: "Motivation is a posh word for having a go. Having a go is all right as long as you don't give up when you get a bit hard."

In a more practical vein, Results Training of Wiltshire has drawn up a kitchen-sink catalogue of free advice for those who need a kick-start down the road to awareness. "If you are feeling fed up, roll up yesterday's newspaper and beat it against the table saying 'today's going to be a good day.'

### MPs to pose Kuwait tax status query

Financial Times Reporter

**OPPOSITION** MPs plan to question the Government in the Commons tomorrow over the extent to which the Kuwait Investment Office has been able to avoid paying UK tax on its estimated £15bn investments in the country.

Mr Gordon Brown, Labour frontbench spokesman on Treasury matters, said yesterday that he would ask "whether the total loss in Exchequer revenues has been £1bn since 1979, and how is running at £250m a year."

Mr Brown claimed that the KIO, which includes 22 per cent of BP's shares in its portfolio, does not pay tax thanks to a concession granted to foreign governments operating in the UK. The KIO is the investment arm of the Kuwait Government.

Mr Brown said: "Now that the Kuwaitis are known to have bought £3bn worth of privatised shares, we want to know why, with tax-free dividends and exemptions from capital gains taxes, the Kuwaitis now enjoy far greater privatisation perks and privileges than ordinary British citizens."

Opposition MPs also plan to introduce amendments to the Finance Bill at committee stage to tighten tax law in this area. The Finance Bill already contains for the first time amendments bringing all UK incorporated companies into the tax net.

### London may qualify for EC aid

BY HAZEL DUFFY

**DEPRIVED** areas of inner London might become eligible for help from the European Regional Development Fund as a result of agreement last week by European Community ministers on a new formula for the fund.

The Government will also be seeking eligibility for other cities with areas of deprivation, such as Nottingham, during negotiations during the next six months with EC officials.

Negotiations have been continuing since then on the main framework defining the parts of the community to be included. Four-fifths of the regional development fund will go to underdeveloped areas of the community.

The principle to restructure the three Brussels funds — the regional development fund, the

social fund and a fund to help the reform of rural areas to the reform of the Common Agricultural Policy — was agreed at the February summit at the same time that leaders of the community agreed that the funds would be doubled by 1993. They will have £6.4bn (£3.75bn) available at that date.

Negotiations have been continuing since then on the main framework defining the parts of the community to be included. Four-fifths of the regional development fund will go to underdeveloped areas of the community.

For the rest of the UK, an outline list of 21 counties that will be eligible for Brussels aid was

agreed at the meeting of ministers in Luxembourg. They include cities and areas with high levels of deprivation such as Merseyside, the Strathclyde region and other areas in the north of England and Wales.

To those to be added "a selection of the most seriously affected parts," into which the Government hopes to slot parts of inner London.

The Government has also succeeded in getting mid-Wales, parts of Devon and Cornwall and the Highlands and Islands in Scotland, included in the rural fund. The main framework of the fund and the areas to which it will apply have still to be negotiated.

At the same time, traditional small firms of accountants have engaged in a growing number of defensive mergers to give them the depth of resources and range of services to compete with larger

audit firms.

Last week Chantrey Wood King and Hill Vellacott announced a merger to create a firm with fee income of £10m and 45 partners. That followed news earlier this month of the merger of Fraser Keen and Russell Linebeer, two firms in the south-east, to form a £7m practice.

Experience of the last five years indicates that medium-sized firms have suffered most as greater competition and commercial awareness have affected the accountancy profession.

### Accountancy firms aim to boost image

BY RICHARD WATERS

Mr Chris Benbow, a partner in Finniestons, the largest firm in the association, said: "Our objective is to make sure that medium-sized firms are not ignored. The Big Eight are not necessarily the right choice in all situations."

firms each have fee income of less than £10m, putting them just outside the top 20.

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Last week Chantrey Wood King and Hill

## UK NEWS

### Executive pay 'doubles' after rises and tax cuts

BY MAGGIE URRY

**THE TAKE-HOME** pay of senior UK executives has nearly doubled as a result of higher salaries and the cut in top tax rates in the Budget, according to a survey published yesterday.

Mr Stephen Rowlinson, chief executive of the UK subsidiary of Korn/Ferry International, the executive search firm that conducted the research, says: "The 1988 Budget has had a revolutionary impact on take-home pay for senior managers."

The rise in disposable income means that British executives are at last remunerated at the same levels as their counterparts in other advanced industrial economies, says the report.

Korn/Ferry based the conclusions on responses from 202 of the top 500 UK companies. They include Imperial Chemical Indus-

tries, Unilever, Pilkington, Jaguar and Cadbury Schweppes.

The survey, Korn/Ferry's ninth annual study of boards of directors, suggests that the average chief executive or equivalent of a large UK company has seen his after-tax income rise from £65,000 to £115,000, a 77 per cent increase.

This is achieved through a 36 per cent increase in total earnings and a slight fall in the amount of tax paid, after the reduction in the highest tax rates to a 40 per cent ceiling.

The study finds evidence that boards of directors have limited interest in non-executive directors. Their pay has remained almost static and the proportion of non-executives on boards has stayed the same.

It also suggests that British business is booming, with 83 per

cent of respondents reporting higher profits last year and 85 per cent forecasting increased profits this year. As many as 42 per cent are expecting to employ more people in the coming year, the highest proportion in the nine years Korn/Ferry has been conducting the survey.

Whereas two years ago 39 per cent of companies expected to cut employment, this year only 15 per cent are looking for a decrease.

The participating companies seem particularly anxious about their images, with 63 per cent saying corporate image was an issue of increasing importance. Shareholder relations were considered of increasing importance by 48 per cent of companies, but only 26 per cent felt the same way about employee relations.

### Slower London wage rises likely

BY PATRICK DANIEL

AVERAGE INCOMES in London are likely to grow more slowly than the national average this year as a result of the stock market crash last October, according to a report released today by the London Chamber of Commerce.

The report, the first of its kind analysing the Greater London economy, says that even an optimistic scenario implies a fall in Londoners' wage increases from 5 per cent last year to 3 per cent this year, against an expected national earnings growth of 8 to 9 per cent.

The main reason is an expected halt to the rapid rise in City salaries which, after adjustments for inflation, increased by 32 per cent between 1983 and 1987.

higher than the 4.5 per cent expansion in the national economy. But this year's growth is expected to be pulled down to between 2.5 and 3 per cent, against a forecast national growth of 3 per cent.

The report, while forecasting lower pay settlements, says London will continue to see acute shortages of professional and managerial staff, which account for about a quarter of more than 100,000 job vacancies.

Recent surveys undertaken by the London chamber show that two thirds of respondents in manufacturing and more than half in service industries say they have difficulty recruiting staff.

### National Savings contribution declines

BY RICHARD WATERS

NATIONAL SAVINGS continued its relative decline in importance to government funding in May with a net contribution of £95.4m, about £100m less than the average for each of the first four months of the year.

The contribution so far this financial year is running at slightly more than half the level of 1987-88, which itself was the lowest for more than a decade,

according to Department of National Savings figures.

In cash terms, leaving aside interest of £18.3m which accrued on savings products during the month, National Savings actually paid out a net £90.1m to investors.

The pattern of savings during May accentuated the trend of recent months: money flowed out of fixed-interest and index-linked

certificates at a faster rate, while cash coming in through income bonds and holdings in investment accounts declined.

Fixed-interest certificates showed withdrawals of £39.1m, partly offset by new investment of £167.9m and accrued interest of £73.6m. The net deficit of £148.6m compared with a deficit of £83m in April.

...where you have initiative, talent and ability, the money follows...

the Rt Hon Margaret Thatcher, Prime Minister, Teesside, 16 September 1987

### Drug patent move 'might cost NHS £50m a year'

By David Thomas

A MOVE to extend patent protection on some drugs by up to four years might cost the National Health Service more than £50m a year, according to two leading UK manufacturers of generic drug substitutes.

The two manufacturers, Generics UK and Harris Pharmaceuticals, are backing an amendment preserving the status quo to be moved tomorrow to the Copyright, Designs and Patents Bill, by Mr Tony Blair, a Labour trade and industry spokesman.

The bill seeks to remove a loophole in the 1977 Patents Act. The act extended drug patents from 16 to 20 years but it also allowed generic drug manufacturers to continue to use pre-1978 patents in years 17-20 of their extended patent lives.

Generic drugs contain the same chemicals as equivalent branded products and are usually much cheaper. Sales of generic formulations have grown strongly in recently years to reach about £200m annually or roughly a tenth of the NHS drugs bill.

The bill now before Parliament will remove the loophole on pre-1978 patents. The Government says that will encourage the research activities of the main drug companies and estimate the extra cost to the NHS at no more than £5m spread over the next 10 years.

However, the generic drug companies argue that that is a gross underestimate of the cost to the NHS, which they estimate could be £42m-£52m annually by the mid-1990s.

They justify that by pointing out that generic versions of highly popular drugs such as Glaxo's anti-ulcer medicine, sucralfate, would be available to the NHS from 1989 if the 1977 loophole remained in place.

The clause is to be moved by Mr Blair would continue to allow generic versions of pre-1978 drugs 16 years after its patent has lapsed, provided the drug has been on the market for at least ten years. The generic companies are backing that amendment, which would give additional patent protection only to a drug that had had an exceptionally long pre-market development phase.

James Buxton looks into an academic privatisation plan

### Engineering lab goes up for sale



Sir Graham Hills: NEL having a decreasing impact"

A RESEARCH and consultancy institute that has formally been in existence for only a few weeks is likely to be involved in bidding for a government laboratory that last week celebrated its 40th anniversary.

The institute is the Strathclyde Institute for Computer Integrated Manufacture, a joint venture between private-sector manufacturers, the Scottish Development Agency and Strathclyde University, based in the centre of Glasgow. Last month it embarked on a mission to revolutionise British manufacturing technology.

The laboratory is the National Engineering Laboratory (NEL), an offshoot of the Department of Trade and Industry that occupies a large, wooded site in East Kilbride, outside Glasgow. Nearly two weeks ago Lord Young, Trade and Industry Secretary, unexpectedly announced that he was seeking bids from organisations interested in taking NEL into the private sector.

The man behind both the creation of the Strathclyde Institute and the idea of a bid for NEL is Sir Graham Hills, the recently knighted principal of Strathclyde University. The Strathclyde Institute, as a private company limited by guarantee, is likely to be the vehicle through which the university would participate in the consortium of industrial and academic interests which Sir Graham is trying to assemble to bid for NEL.

If that attempt failed to get off the ground, the Strathclyde Institute would go ahead on its own, its director, Mr David Pearson, said on Friday. It would seek to secure those parts of NEL whose work is closest to its speciality – automated manufacturing.

These developments underline two things: first, the importance with which Scotland regards the impending privatisation of NEL, with the deadline for bids being July 22; and, second, the rule Sir

Young announced that he was to privatise it and some people talk of it as the Government's specialty – automated manufacturing.

Even though the successful bidder would be expected to develop NEL on its present site, some leading Scots fear that a

convergence of views about NEL's future with the management of the laboratory itself.

Sir Graham's views may not square with those of Lord Young.

For Sir Graham, the creation of the Strathclyde Institute is the latest in a series of necessary

entrepreneurial initiatives to which the alternative is the "catastrophic decline" that afflicts any university that fails to adapt to new circumstances. He also thinks it has the right blend of public and private-sector involvement to provide the leadership for NEL outside the DTI's grip.

The aim of the institute, one of only three on its scale in Britain, is to induce Scottish and other British companies to avoid their own catastrophic decline by adopting computer-integrated manufacture. That means more than just creating islands of automation design and manufacturing finance.

But Sir Graham, an English-born chemist, believes that the only solution for NEL is for it to be put under the wing of an entrepreneurial university such as Strathclyde.

"A university has a large, ready market for packaged intelligence, with people and money constantly flowing in and out," he says. "Only a university has the capability to maintain the overview of what is needed. A private research organisation couldn't support an institution such as NEL." Mr Pearson adds that a university could provide an umbrella for the more esoteric parts of NEL's work.

NEL, says Sir Graham, has been having "a decreasing impact" on industry, because of government restraints on its funding and its inability to restructure itself under the DTI.

Sir Graham and the staff of the Strathclyde Institute are talking to Scottish industrial companies that might be interested in making a joint bid for NEL. Questions of finance are still at an early stage. So far there has been no convergence of views about NEL's future with the management of the laboratory itself. Sir Graham's views may not square with those of Lord Young.

For Sir Graham, the creation of the Strathclyde Institute is the latest in a series of necessary

for its members by making it easier for travel agents to book everything from airline tickets to hotels and car hire.

The career of Mr Dukes, who is 46, has ranged from the design of nuclear submarines to industrial relations in the printing industry. He was a director of the Financial Times from 1975 to 1981.

Last year Mr Dukes was a candidate for the chief executive's

job at Channel 4 in succession to Mr Jeremy Isaacs.

He made clear privately at the time that he would resign if he did not become chief executive. However, when the job went to Mr Michael Grade, director of programmes at BBC Television, he stayed on.

It is believed that Mr Dukes will not be replaced at Channel 4

### TV chief expected to head airline booking system

BY RAYMOND SNODDY

MR JUSTIN DUKES, managing director of Channel 4, is expected to be named this week as chief executive of Galileo, the 77-unit European computerised airline booking system.

Mr Dukes, the founding managing director of Channel 4, has, it is believed, already accepted the job at Galileo, one of two European booking systems

designed to compete against similar US ventures.

The Galileo project, based in Swindon, links British Airways, Aer Lingus, Alitalia, Austrian

Airlines, KLM of The Netherlands, Swissair, TAP of Portugal,

Sabena of Belgium and Cavia, the computer reservation system of United Airlines of the US.

The aim of systems such as

Galileo, which was set up last year, is to increase market share

for its members by making it easier for travel agents to book everything from airline tickets to hotels and car hire.

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## UK NEWS

The army is not up for sale, Ralph Atkins discovers — but a lot of nationalised industries still might be

## Line-up for when the pause in privatisation issues ends

**"THE BRITISH** Army plc: The most exciting share offer of the century" tempts a current advertisement for Carling Black Label — a beer supposed to inspire great feats of daring.

If not a little mischievous, it highlights a question that must be on the mind of many an investor: whatever happened to government privatisation share sales?

Until late last year, share issues appeared in quick succession: Rolls-Royce, British Gas and British Airways all took place within less than a year of each other.

However, since the British Petroleum sale in October there has been no public issue and there is little sign of a share sale for perhaps another year.

A simple explanation is that the October stock market crash made the Government wary of risking large offers in a fragile market. Certainly the BP sell-off, when the Bank of England was forced to provide emergency support for the share price, left the Government with its pride hurt.

However, that is not the complete story. Since the stock market crash, the Government has repeatedly said its commitment to promoting wider share ownership remains intact.

Moreover the Treasury, which co-ordinates the privatisation programme, continues as eagerly as ever to seek out candidates for

MONEY RAISED THROUGH PRIVATISATION 1979-1991	
Outlays	(£m)
1979-80	377
1980-81	405
1981-82	483
1982-83	488
1983-84	1,142
1984-85	2,132
1985-86	2,702
1986-87	4,403
1987-88	5,015
Plans	(£m)
1988-89	5,000
1989-90	5,000
1990-91	5,000

transferring to the private sector. As one official put it: "It is Treasury business to look everywhere."

The Government also has an excuse for pausing temporarily.

Receipts arising from past privatisations will this financial year

almost meet all the Government's target of £5bn for revenue raised from sales. At the same time, buoyant tax revenues mean pressure on government finances has eased since the early days of the programme.

Receipts from past sales will continue into future financial years. Even if new issues are modest there should be little difficulty in meeting targets of £5bn set for 1989-90 and 1990-91. The

targets might seem unadventurous but, compared with early years of the programme, the sums are still large.

Nevertheless, there is no shortage of nationalised industries that could be privatised.

The three main privatisations already lined up are British Steel and the water and electricity industries. Together that trio might raise more than £25bn. If privatisation proceeds too fast, the Treasury might find itself with an embarrassment of riches.

British Steel will probably be sold in 1989-90. The structure of the sale has not yet been decided and will probably depend on stock market conditions, but an issue appealing to small shareholders has not been ruled out.

Electricity and water are likely to be sold early in the next decade. With their activities spread across the country, they might again be directed at small as well as large investors.

Before then, however, there will be a series of other smaller-scale privatisations. Mostly they will be sold to the highest bidder or as management buyouts, but will provide a steady stream of income.

The sale by auction of Girobank, the banking subsidiary of the Post Office, was announced earlier this month. It joined, among others, the Crown Suppliers (the Government's central buying agency), British Rail Engineering and the Scottish Bus

Group on the Government's For Sale list.

Looking beyond this parliament — assuming the Conservative Government is re-elected — there are even more candidates for privatisation. Government policy advisers argue that in their continuing review of public sector activities, they start from the question: why wouldn't this work better in the private sector?

That means neither British Coal nor British Rail have been ruled out, although Government plans for the two industries are currently little more than ideas. A track record of profitability would probably be necessary for a successful sale.

The Post Office, perhaps surprisingly, seems likely to remain within the public sector at the behest of Mrs Thatcher. However, it might lose its parcels division.

Other smaller public-sector operations will inevitably be added to the list. Currently favoured candidates include the Property Services Agency and Crown Agents, the procurement and fund management agency for developing countries.

In addition the London bus service might follow bus systems in other parts of the UK with deregulation and sales to private operators.

Further ahead, the boundary between public and private sectors becomes blurred. Given time, the present Government

### PRIVATISATION PROGRAMME INTO THE 1990S

#### Planned sales announced

British Steel  
Electricity Industry  
Water authorities  
Post Group (sale to BAE)  
Girobank  
Crown Suppliers  
British Rail Engineering  
Professional and Executive  
Recruitment (Employment Dept)  
National Engineering Laboratory  
in Scotland  
Scottish Bus Group  
British Technology Group

#### Possible future candidates

British Rail  
British Coal  
Crown Agents  
Property Services Agency  
Parcels division of  
the Post Office  
Forestry Commission

would seek to extend private involvement into the heart of its operations.

This could include growing private-sector involvement in the National Health Service and the activities of local government. Private prisons and private roads are also possibilities.

The ambitious programme of sales could provide a stream of receipts into the next century. However, ministers, frequently

stung by accusations of selling the family silver to pay for tax cuts, will vigorously deny that receipts are the main objective.

Instead there are signs that the issue of regulation will become the focus of privatisation debates — particularly if the Government becomes embarrassed by what some see as its largesse towards industries it has already privatised. Concern about the control of British Telecom is just one recent example.

The Government will still have to strike a balance between strict regulation and making sales attractive to purchasers, particularly when shares are to be made available to the public. There is little doubt that, since the stock market crash, the problem has become more acute.

However, Treasury officials are adamant that if it had an industry with a track record of profits and the necessary legislation had passed through Parliament, a successful flotation would be possible — even in the present stock market environment.

Perhaps the greatest difficulty will be timing future issues so as not to overburden the stock market, but to ensure that privatisation receipts match targets. The difficulty will be in controlling private-sector demand for nationalised industries rather than finding a supply of assets for sale... even if the army is excluded.

**THE ROYAL BANK OF SCOTLAND** has appointed Mr Ron Stewart deputy chief manager of its London City office, in succession to Mr George Speller who has been appointed senior manager, London, St Mary Axe branch. Mr Stewart was appointed manager of the bank's Leeds branch in May 1981 and became manager of the Stockport group of branches.

Ms Judy Jones has been appointed marketing director of HARCLAYSHARE, the retail stockbroking arm of Barclays Bank. Mr Jeremy Hellwell has become developments director.

WILDE SAPTE has appointed Mr Peter Groves director of finance and administration. Other new members of the partnership are: Mr Alan Jarvis, Mr Stuart McLeish, Mr Justin Spendlove, Mr Mark Menkenmet and Mr Jeremy Ogden.

Mr Steven Bobasch has been appointed a director of KLEINWERTON BENSON and deputy head of the domestic banking department. He was an assistant director in the North American banking department.

DAIHATSU has appointed Mr Michael G. Murray as managing director. He joins from Land Rover, where he was responsible for the company's business in North America and Australasia.

THE KEEP TRUST has made Mr Bryan Norman an executive director. He was formerly a director of Lazard Bros and until 1985 of N.M. Rothschild.

Mr Barry Martell has been appointed production director for MAXWELL PERGAMON PUBLISHING and deputy managing director of PEGRAMON PRESS. He was production director (books) with Pergamon Press.

At SHERWOOD COMPUTER SERVICES Mr Trevor Entwistle, a non-executive director, has become deputy chairman of the group. Mr Richard Guy has been made chief executive of LG Software and Minixx Computing. Mr Guy will continue as managing director of Sherwood Capital. Mr David Rasche has stepped down as managing director of LG Software and from the main board. He will continue to assist Mr Guy in the local government area.

Mr Alexander P. Semikoz has been appointed general manager

## APPOINTMENTS

### Senior City banking post

of the Singapore branch of MOSCOW NARODNY BANK. He remains a deputy chairman of the bank. Mr Sergey D. Konychev has been appointed senior chairman and Mr Alexander V. Osipov has been made a director of the bank.

IVORY & SIME has appointed Mr James R. Holbrook as European director of Ivory & Sime Financial Services, the sales and marketing division of the group. He joins from County Northwest Investment Management where he was marketing director (Europe). He will be responsible for the development of Ivory & Sime's European strategy to expand its business base within the European Community.

Mr Steven Bobasch has been appointed a director of KLEINWERTON BENSON and deputy head of the domestic banking department. He was an assistant director in the North American banking department.

At WEBBS COUNTRY FOODS Mr David Price has become director, marketing and sales.

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## Labour councils 'seek tenders'

BY RICHARD EVANS

SOME LABOUR local authorities have recently joined the growing number of councils that have begun to privatise services in advance of compulsory competitive tendering.

A survey published today in Public Sector Review, the magazine of the Public and Local Service Efficiency Campaign (Pulse), finds that there has been a "significant upturn" in the level of savings councils have made by getting out to tender.

More than £22.5m is now being saved by local authorities in England and Wales by contracting out services to the private sector, an increase of nearly £1m on the figure recorded a year ago.

There has also been an increase in the number of councils privatising services, with a record 190 contracting out.

Labour authorities covered in

the survey for the first time, include the London boroughs of Barking and Dagenham, Newham and Islington, and Thurrock and Ipswich councils. Tower Hamlets, controlled by the Social and Liberal Democrats, is also included for the first time.

The survey a year ago found less privatisation, with some authorities returning to direct labour for political reasons, but according to Pulse, there is now "an increasing recognition by councils of all political persuasions that competitive tendering is a powerful management tool for improving services and reducing costs."

The research also shows, however, that 250 councils, including many Conservative ones, have not privatised a single service, so a substantial increase can be expected once tendering becomes

## No-show diners find tables turn

BY DAVID CHURCHILL, LEISURE INDUSTRIES CORRESPONDENT

BRITAIN'S restaurateurs are planning to take a tough line with customers who fail to turn up for a table reservation and cost restaurants many thousands of pounds a year in lost profits.

The Restaurants Association of Great Britain has written to its 500 UK members asking them to send details of customers who persistently fail to show up when they have booked a table.

Names of people who fail to show up or cancel reservations will then be circled.

Mr Ackerman said: "For many restaurants — especially those in country areas — an unfilled table caused by a no-show can mean the loss of the restaurateur's profit for the evening."

The extent of the problem of 'no-shows' is difficult to gauge because some restaurants themselves to decide whether or not to blacklist these people. We are not trying to discourage people from making reservations, only trying to encourage them to

owner of the Mijanou restaurant in the fashionable SW1 area of London, has taken a strong line against people not turning up. About five or six parties with reservations fail to appear each week on average, he estimates.

Recently he won a 10-month court battle for compensation for loss of earnings against an advertising agency that had booked a table for five and cancelled half an hour after they were due to arrive.

The restaurant was awarded £20 compensation. "The law is quite clear that a contract is made when a table is reserved. The only problem is in the cost and time taken to go to the courts," he said.

One system being considered by many restaurants is taking a credit card deposit when taking a booking.

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— Lord Jellicoe, Chairman, Davy Corporation

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Tees walkway and weir to enhance waterside environment

## THE MONDAY PAGE

ANTHONY HARRIS  
in Washington

IT IS NOT, after all, going to be quite such a dull political season as the contest between two dryly moderate Presidential candidates had threatened. The lack of big policy issues is becoming more obvious by the day. On economic matters, especially, we are faced with two competent men who realise that the next President

will have little room for manoeuvre. But their political instincts will be tested by two issues which will certainly dominate much news space between now and the November election: the defence procurement scandal, and the possibility of a disastrous drought.

First, though, the supposedly central issues, Mr Bush talks old-fashioned conservatism, as he did in 1980; he believes in balancing budgets. Mr Dukakis actually does it in Massachusetts (though he faces embarrassing problems this year). Mr Dukakis talks intervention, and is especially keen on training for more productive job opportunities; Mr Bush wants to be known as the education President. The advocacy teams for the two candidates could probably be interchanged without anyone noticing; a Washington policy consultant who knows both sides estimates that they are in full agreement on at least 70 per cent of the agenda.

Financially, the election could make a difference. Though both candidates lean on prominent Wall Street investment bankers, Mr Nicholas Brady and Mr Felix Rohatyn might well disagree on 70 per cent of the market issues. Mr Brady, who produced the first of the many reports on the October crash, is basically a believer in the Wall Street gospel: for him the market is the best way we know to allocate capital, though the crash shows that it is not in the best of working order. Indeed,

Mr Brady, who produced the first of the many reports on the October crash, is basically a believer in the Wall Street gospel: for him the market is the best way we know to allocate capital, though the crash shows that it is not in the best of working order. Indeed,

he will prove to be exceptions. However, the only real escape for the Republicans is to prove that defence procurement was corrupted long before the rather casual regime of Mr Caspar Weinberger at the Pentagon, so that Democratic administrations can be blamed for having failed to detect the trouble, having once started the investigation, much to their credit, they are bound to pursue it as far as it will go. This defence scandal, which will certainly occupy acres of newspaper in the coming months, looks like a grave setback for Mr Bush.

President Reagan has already appeared on television pointing out, very fairly, that it was his Administration which uncovered the scandal, and Mr Bush has threatened any wrongdoing with the full weight of the law. (This is what "protectionism" can usually expect, if it is true, but those caught in the other great Washington scandal, Iranagate, may

underground aquifers will be so depleted that full recovery could take several years, and we are faced with the worst disaster for half a century. There is no way known to science to say at this point which is the likely outcome. Congress is sending its search parties for facts.

The real question is how far a rise in food prices can be treated as an isolated event. Secretary Baker is already on record as saying that this is not to be regarded as a rise in core inflation, and need not therefore lead to tighter policies, which is analytically correct.

However, the Chicago commodities markets are already discounting a one-year disaster, and have marked up bulk crop prices by 35 per cent. Americans are being advised to enjoy some barbecued steak this summer; beef is cheap at the moment as stock is being slaughtered for lack of feed, but will certainly be scarce next year. Prices of chicken, eggs, and - a little later - grain products will also quite certainly rise.

This apparent inflationary threat is one of the worries which have sent bond prices into reverse, so it is worth trying to put a scale to it. In the US, where the bulk of demand is for pro-

negotiate a reduction in debt service of 5-8 per cent, but will make the cut unilaterally if rebuffed. Cardenas sides fear the Government will make its move before the election. The timing would be opportunistic, but undoubtedly effective.

Debt has become a motherhood issue in Mexico. As Mr Salinas remarks: "We have a million youngsters entering the workforce every year, many of them emigrating to the US. I prefer them working here."

He says minimum acceptable growth in future should be double the rate of population growth, currently 1.9 per cent, although he adds it won't be possible next year because of bottlenecks caused by the lack of investment since the 1982 debt crisis.

The state's share of investment - 43 per cent of non-oil industrial capital formation throughout the 1970s - is to be radically redirected towards health, education and infrastructure. "I prefer to concentrate on the essential and get rid of what isn't," Mr Salinas says. Privatisation and closures of state companies will continue, with the Government retaining constitutionally defined strategic industries such as oil, power, the banks and the railways. But Mr Salinas' pledge to open up companies like Telmex, the telecommunications monopoly, to private, and possibly foreign, investors has not stirred up as much nationalist anger as it might because he has kept the prospect of the state spending more on clinics and schools firmly in view.

Foreign investment, a touchy subject which smacks of dependence to many Mexicans, should play a greater role than it has up to now", Mr Salinas believes. In an economic strategy speech well received by business last month he bluntly pointed out that Mexico had long since come of age and should welcome the new technology and markets that foreign investors could provide.

He also called for a "strategic alliance" with the private sector to set up international trading companies. "Companies in other countries are promoted by their Governments. It seems to me we shouldn't deny ourselves energetic promotion by the state of Mexican exporters."

Japan, he agrees, is a good example, and Japan and the Pacific Basin is an area in which he has a special interest both intrinsically and to lessen Mexico's dependence on the US, with which it does two thirds of its trade. Mr Salinas' three children attend Mexico City's Japanese school and speak Japanese, and his two key visits abroad in the past two years were to Japan and China.

His vision of Mexico's future relations with the US - an always complex and frequently vexed subject - is short and to the point: "My interest is that they be good, emphasising our similarities and respecting our differences."

INTERVIEW  
The heir appointed

David Gardner talks to Carlos Salinas, Mexico's President-in-waiting

ON JULY 6, Mexico may cease to be the *de facto* one-party state it has been since the 1910-17 Revolution from which the ruling Institutional Revolutionary Party (PRI) emerged. It will if Carlos Salinas de Gortari gets what he says he wants - a clean presidential election with a credible outcome.

Mr Salinas, the former Planning Minister, was hand-picked by President Miguel de la Madrid as his successor in accordance with PRI custom. Chosen as guardian of structural reforms to bring Mexico out of six years of financial and economic turmoil, it is the young technocrat's job to achieve enough by reform to prevent the country sinking into six years of political turmoil.

In the election, he faces a degree of competition from the opposition that the regime has never before experienced. He has tried to make the central theme of the campaign Mexico's ambition to become a prosperous, fair, more independent and democratic nation. Instead, the contest is really about the election itself, or more exactly, whether the ballot box - rather than the PRI - is finally to become the vehicle through which power is obtained.

The Mexican regime has never lost a significant election in 71 years. Yet it has become conventional wisdom that unless the PRI opens up to a society which has long since outgrown its corporatist straitjacket, then the future of the regime and Mexico's unique record of stability in Latin America will be in doubt.

Mr Salinas shares this belief, but expressing himself cautiously for the record, he says: "We must understand that Mexico has been changing. It's more plural, more critical, there are wider options, and therefore I'm not looking to break records in voting but in credibility."

He leads the regime's third post-revolutionary generation at the age of only 40, appropriately for a country in which, as he says out, eight out of ten people are younger than him. The son of a former cabinet minister, he has made his career entirely in the public bureaucracy and, like Mr de la Madrid and his two predecessors, he had never fought an election before being anointed for the presidency.

He will be the first economist to govern Mexico "if", as he punctiliously says, "the popular vote favours me", and the youngest president since 1934 when General Lazaro Cardenas - Mexico's most revered president

emerges," he states with unshakable confidence. "But what I anticipate is a win which maintains the PRI as the majority in the country, but not with any pretension, as in the past, to be the single party."

Mr Salinas' confidence has

foundation: the resources the PRI has mobilised are staggering. It has clear dominance over the media - including, most importantly, television. The party's machine, made up from its "three sectors" of trade unions, the peasants, and the so-called "popular sector" based on 4m bureaucrats, dispenses of formidable patronage through jobs, political preference, land deeds, credit, state food vouchers and the ability that a party in power has to provide a troublesome area with anything from a date to a drink.

But, rebuts Mr Salinas, "don't forget that the vote is secret. You can mobilise thousands of people but in the end it's the will of each individual which will decide."

The corporatist era is over, he argues, and is giving way to participation, something he has stimulated "in an unprecedented way" in a nationwide sequence of set-piece "dialogues". These have been rather stilted affairs, with invited audiences, but they have made his nine-month long campaign something like a giant constituency surgery.

What there has not been is any face-to-face debate. Mr Salinas never mentions his opponents by name in public or when talking on the record, referring obliquely to the PAN as "reaction" and Mr Cardenas as "neo-populism" (his own opinion he describes as "the progressive centre", resisting foreign labels like social democrat).

The absence of debates is a pity since Mr Salinas' most universally recognised quality is his first-class mind, honed through two masters' degrees and a doctorate at Harvard. He can think on his feet, unlike most of his predecessors, who were used to imparting declaratory nostrums to captive audiences. Salinas maintains there is "no national demand" for a debate. But confrontation with the quietly emotive Cardenas or the visceral Clouthier would be fascinating - and he would almost certainly get (and be seen to get) the better of it.

For even allowing for the advantages of office, Mr Salinas has what looks in outline like the President de la Madrid in 1976. But would he accept a victory which revealed the PRI as what many independent analysts already believe it to be, the largest minority party?

"I will accept whatever victory

can representives of which had begun drifting towards the PAN. He talks of a "deliberate intent to redistribute wealth... not one-shot but structural, through a more equitable tax system, better quality

of, and access to, education and jobs."

Under the de la Madrid Government, for the first time, there has been no growth, and the foreign debt has been fully serviced. Under Salinas, the formula will

be inverted: "If debt service does not permit growth, there will be no debt service," he says with an earnestness Mexico's creditors might do well to believe.

His aids and government ministers say Mexico is now trying to



The Institute of Marketing



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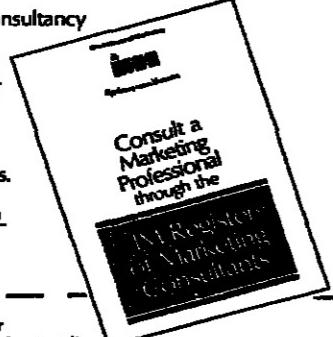
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THE COMMERCIAL Court has, since 1884, been a major specialist court of High Court judges who handle commercial disputes and manage the issues of pleadings and multiple pre-trial applications. It is accorded special recognition in the Report of the Review Body on civil justice.

Recommendations in the Report's final chapter build on the widespread acknowledgement that, unlike the somewhat aloof dignity adopted hitherto by the ordinary courts of justice, with the feeling that the litigant ought to be grateful for whatever justice is being dispensed, the commercial court has taken pride in attracting business and in dealing with it in a manner that evokes satisfaction from the consumers of commercial litigation. The maxim that it is good for justice for the courts to extend their jurisdiction is an advertising slogan perhaps lacking in mass appeal, but it reflects the general idea that courts should sometimes go out and get business. The Com-

mercial Court has in recent years become the victim of its own success.

Speed and swiftness in justice for commercial defendants have been the twin pillars of the practice and procedure of the Commercial Court. To achieve these objectives, the managers of the court have sought to provide special legal skills in the handling of commercial actions, coupled with an expeditious and efficient procedure. The former objective has been consistently met while the latter has not. The Report records that the Commercial Court has "higher standing than any other first instance court in the civil justice system.

"It draws to itself more and more work from at home and overseas. The quality of justice offered is necessarily high, but there is (sic) to increasing delays in the speed of the service afforded by the declining" The future envisages "further increases in the court's work and ever-lengthening queues of cases waiting for hearing dates and trials. The Report

laconically concludes: "The problem of delay is acute."

The main strategic objective is to reduce waiting times for trial to a maximum of 12 months from the time when a fixed date is given. The target is to be achieved within the next three years. Two methods are proposed for meeting that timetable. The first is a reduction in the number of cases by 25 per cent; the second is to inject additional judicial power, at least temporarily.

Control of the volume and flow of new and existing work coming to the court has been accepted in principle, the mechanism being to redefine what is a commercial action. The redefinition is in financial terms. Commercial actions involving claims of £50,000 or less should be dealt with by the county court jurisdiction subject to special conditions for complex or difficult cases below that amount which should be retained in the Commercial Court. The lower limit would be increased as and when necessary in order to achieve the general reduction in waiting

times. The Report further recommends that one extra judge should be made available half-time in the first year and a second judge in the second year. Judicial power would be kept under constant review.

A suggestion was put to the Review Body that the appointment of additional judges could be financed out of a substantial increase in court fees, on the footing that the users of the court made it unlikely that they would be deterred from proceeding, even by substantially increased costs. That option is, however, not available, since judges' salaries are charged on the Consolidated Fund as a safeguard of judicial independence, while court fees constitute departmental revenue devoted to administrative expense. Despite the appropriateness of an increase in fees to finance the judiciary, the Report recommends raising the level of court fees to reflect the cost of handling the court's business.

The Commercial Court's essential task is to reconcile the features that mark out a trading nation, and is open to all com-



## JUSTINIAN

ers. It is as true today as it ever was. Over half of the claimants before the court are non-UK residents. In nearly a third of all cases all the parties to the litigation came from abroad.

The Commercial Court prides itself on being as much a part of the City of London as it is of the Royal Courts of Justice. The part that London has played, in international shipping and insurance particularly, has benefited from the willingness of foreigners to litigate in the Commercial Court.

These factors point up the willingness of English commercial lawyers to be unusually responsive to the needs of their public. Which is what the review is hoping to emulate in the rest of the civil justice system.

# GREAT NEWS IF YOU'RE IN THE MARKET FOR A **286 PC.**

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**CCF GROUP PLC**  
(Incorporated in England under the Companies Acts  
1948-1980 Number 1194404)

Authorised £250,000  
SHARE CAPITAL  
in ordinary shares of 5p each  
Issued and  
fully paid  
£670,361

The principal business of the Group is the provision of computer systems and related services, including minicomputer systems, design and programming, software packages and time-sharing bureau facilities and securities settlement services to the international financial services sector.

Application has been made to the Council of The Stock Exchange for the whole of the issued ordinary share capital of the Company to be admitted to the Official List. The ordinary shares have formerly been dealt in on the Unlisted Securities Market. It is expected that dealings in the ordinary shares will commence on 20 June 1988.

Listing Particulars relating to the Company are available in the Extra Statistical Services, copies of which may be obtained during normal business hours on any weekday (Saturdays and public holidays excepted) up to and including 4 July 1988 from—

Samuel Montagu & Co Limited,  
10, Lower Thames Street  
London EC3R 6AE.

Copies of the Listing Particulars are also available from the Companies Announcements Office up to and including 22 June 1988.

20 June 1988

#### Care of The Environment

The Financial Times proposes to publish this survey on:

22 July 1988

For a full editorial synopsis and advertisement details, please contact:

S.P. Dunbar-Johnson on 01-248 8000 ext 4148  
or write to him at:  
Bracken House, 10 Cannon Street,  
London EC4P 4BY

**FINANCIAL TIMES**  
EUROPE'S BUSINESS NEWSPAPER

#### THE REPUBLIC OF TRINIDAD AND TOBAGO

**U.S. \$50,000,000 Floating Rate Notes due 1992**

Notice is hereby given that the Rate of Interest has been fixed at 9.1875% p.a. and that the interest payable on the relevant Interest Payment Date, December 20, 1988, against Coupon No. 6 will be U.S. \$467.03.

June 20, 1988, London  
By: Citibank, N.A. (CSSI Dept.) Agent Bank **CITIBANK**

#### COMALCO FINANCE LIMITED

**USS\$180,000,000**

Guaranteed Floating  
Rate Notes due 1993

Notice is hereby given that for the interest period 20th June 1988 to 20th September 1988, the interest rate has been fixed at 7.74%. Interest payable on 20th September 1988 will amount to USS\$194.86 per US\$10,000 Note and US\$10.087.24 per US\$250,000 Note.

Agent Bank:  
Morgan Guaranty Trust  
Company of New York  
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#### THE MINISTRY OF FINANCE OF THE KINGDOM OF THAILAND

**USS\$300,000,000**

Floating Rate Notes due 2005

Notice is hereby given that for the interest period 20th June 1988 to 20th December 1988 the interest rate has been fixed at 7.74%. Interest payable on 20th December 1988 will amount to USS\$403.49 per US\$10,000 Note and US\$10.087.24 per US\$250,000 Note.

Agent Bank:  
Morgan Guaranty Trust  
Company of New York  
London

#### NOTICE TO HOLDERS OF TAIYO YUDEN CO., LTD.

**U.S. \$50,000,000**

3 1/4 per cent Convertible Bonds Due 2000

TAIYO YUDEN CO., LTD. (the "Company") has, at its general meeting of shareholders resolved to change its financial year-end from the last day of February to 31st March. As a transitional measure, the Company will have a six-month financial period from 1st October, 1988 to 31st March, 1989 (inclusive). Thereafter its financial year will run from 1st April in each year to 31st March in the next year.

Accordingly, the record dates for the payment by the Company of annual dividends and interim dividends will be 30th September, 1988 (inclusive) and 30th March, 1989 (inclusive) respectively for each year end for the financial periods from 1st October, 1988 to 31st September, 1988 and from 1st October, 1988 to 31st March, 1989, where there will be no interim dividend or record date thereafter.

Any shares of common stock of the Company ("Shares") issued upon conversion of any of the U.S. \$50,000,000 3 1/4 per cent Convertible Bonds Due 2000 ("the Bonds") of the Company due to the record date for the financial period from 1st October, 1988 to 31st March, 1989 (inclusive), will be paid full dividends declared in respect of that period; any Shares issued during the six-month period from 1st October, 1988 to 31st March, 1989 (inclusive) will be paid half dividends declared in respect of that period; any Shares issued on or after the record date for the financial period ending on 30th September, 1988 will be paid full dividends declared in respect of that period; any Shares issued on or after the record date for the financial period ending on 31st March, or, as the case may be, 30th September during which the conversion occurs.

The interest payment dates in respect of the Bonds remain unchanged as the last day in February and 31st August in each year. With effect from 1st October, 1988, any Bond is a six-month bond and will mature on 31st March, 1990 (inclusive) or, as the case may be, the last day in February (inclusive). In any year, a cash adjustment equivalent to one month's interest accrued to the immediately preceding 31st March, or, as the case may be, 30th September, will be paid to the holding Shareholder. Such payment will be made on the ultimate payment date of the Bonds, provided that the Shareholder has not elected to receive the cash adjustment in respect of the six months preceding such date of conversion in the manner specified in the relevant Conversion Notice.

The Company and The Bank of Tokyo Trust Company, as trustee in respect of the Bonds (the "Trustee"), have entered into a Supplemental Trust Deed dated 20th May, 1988, which amends the original Supplemental Trust Deed dated 20th May, 1988, as it may be from time to time changed referred to above, and such Supplemental Trust Deed took effect on 26th May, 1988. Copies of such Supplemental Trust Deed are available for inspection at the principal office of the Trustee, presently at 100 Broadway, New York, N.Y. 10006, and at the specified offices of some of the principal Commercial Agents in respect of the Bonds. No physical amendment will be made to definitive Bonds in issue.

**TAIYO YUDEN CO., LTD.**  
By: Mitsuru Kawada  
President and Representative Director

Dated: June 20, 1988

#### NOTICE TO SHAREHOLDERS OF MLH REALTY INVESTMENTS VI N.V.

Notice of the Annual General Meeting of Shareholders of MLH REALTY INVESTMENTS VI N.V. (the "Company") is hereby given. The meeting is to take place at 10:00 a.m. on Thursday, June 30, 1988, at the registered office of the Company, 6 John B. Goochweg, Curacao, The Netherlands Antilles. The agenda of the meeting is set forth below.

##### AGENDA

- Annual Meeting of Shareholders of MLH REALTY INVESTMENTS VI N.V. by the Board of Supervisory Directors on the course of business of the corporation and on the administration conducted during the fiscal year ended November 30, 1987.
- Discharge and subsequent re-election of the Board of Supervisory Directors.
- Report by the Board of Managing Directors on the course of business during the fiscal year ended November 30, 1987.
- Further appropriation of the Net Result for the period ended November 30, 1987.
- Confirmation and adoption of the Balance Sheet and Profit and Loss Account for the period ended November 30, 1987 and as presented in the report of the accounting firm of Deloitte, Haskins & Sells dated May 9, 1988.
- Discharge and subsequent re-election of the Board of Managing Directors.
- Selection of independent auditors.

Shareholders by means of the subscription agreements have appointed Yvonne Corporation N.V. as proxy, authorizing Yvonne Corporation N.V. to vote the investors' shares. This proxy may be revoked either personally at the General Meeting of Shareholders or by written notice to Yvonne Corporation N.V. at John B. Goochweg, Curacao, The Netherlands Antilles, referred prior to such meeting. Shareholders have the opportunity to instruct Yvonne Corporation N.V. as to the voting of their shares by writing to Yvonne Corporation N.V. at the above address.

**MLH REALTY INVESTMENTS VI N.V.**  
by: Pierson Trust (Curacao) N.V.  
Managing Director

## CONSTRUCTION CONTRACTS

### Manchester hospital extension

by

the North Western Regional Health Authority.

The combined cost is over £5m and the two contracts are scheduled to take up to two years to complete.

Gleeson has commenced two road contracts for the Department of Transport — construc-

tion of the £3.6m A21 Robertsbridge bypass north of Hastings and a 5.1m road junction where the A19 meets the A129 at South Tyneside.

A contract, worth £1.4m, has

been won for refurbishing the Grimsby telephone exchange for British Telecom.

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A £1.5m shops and homes scheme has been drawn up for a partly derelict site at High Street, Burnham, Buckinghamshire by DIX BELGRAVIA. The development will include 6,500 sq ft of offices, two shop units totalling 2,000 sq ft, and a flat.

### Tsing Yi island project

FRENCH KIER, Kier's specialist piling and civil engineering contractor in Hong Kong, has been awarded a HK \$220m (£16m) reclamation contract as part of a Shell Hong Kong installation on Tsing Yi Island. Work involves the dredging of 1.4m cu metres of marine land fill to form a nine hectare reclamation and 800 metres of sloping and vertical sea wall will be constructed together with a 170 metre piled quay structure. Under another contract two depots will be built for Hong Kong Tramways as part of its programme for redevelopment of its facilities.

### Headquarters for Cairo

ENPPI (Engineering for the Petroleum and Process Industries) of Egypt has awarded a \$US15m (£8.4m) contract to CEC (CONSTRUCTION AND RECONSTRUCTION ENGINEERING CO) in association with COSTAIN INTERNATIONAL (CIL) for the construction of its headquarters building in Nasr City, Cairo, Egypt.

The building, with a total building area of 22,710 sq metres, will have a reinforced concrete frame. The four-storey structure will be finished externally with blue coloured aluminium glazed curtain wall, infill panels and marble and terrazzo finishes. A feature will be an illuminated tower structure which will be permanently lit to depict an oil well flare. The project is expected to be completed in February 1990.

### Housing the Army at Catterick garrison

Army barracks accommodation and housing contracts totalling over £10m have been won by SHEPHERD CONSTRUCTION'S North East office, based on Darlington. The largest project is a 24 one and two-bedroom houses at South Shields, and 24 similar flats in Durham City. The Blyth contract is for completion in May 1990 while the other two are due for completion in January 1989. Smaller local authority and housing association housing contracts at Gateshead and Colburn bring the total to over £10m.

### Upgrading harbours

FAIRCLOUGH HOWARD MARINE has won contracts totalling nearly £5m for improvements to harbours. At Peterhead, Aberdeenshire, the Chathams-based company is to construct the 300 metre long South Harbour breakwater for Peterhead Harbour Trustees.

Part of the South Bay development for improving facilities for the Peterhead fishing fleet, the breakwater will be built as rock armour with some 300,000 tonnes of granite. Because of limited local sources for suitable block stone, Fairclough will ship 80,000

tonnes of rock from Scandinavia on 20,000 tonne capacity barges. Most of the material will be placed underwater.

Fairclough Howard Marine has also been awarded a contract to pave four hectares of reclaimed land for vehicle hardstanding in Dover's Eastern Dock. The project entails laying 40,000 sq metres of precast block paving together with 1,100 metres of surface drains up to 1.20mm diameter. Fairclough plans to complete the operation in October. Fairclough Howard Marine is a member of the AMEC group.

### Mixed bag for Buxton

A contracts package totalling more than £5.5m for refurbishment of flats and construction of homes in London and Kent, has been awarded to BUXTON, Caterham, Surrey. Largest of the four contracts is a project worth almost £2.4m for refurbishment and part rebuilding of two large 1930's-built houses at Delgarro Gardens, Notting Hill. This will create a warden-assisted sheltered housing development of 64 flats for the Southern Housing Trust. Completion is due by late 1989.

Construction work has started on 14 semi-detached houses and 16 bungalows for Aikford Borough Council under a £1.2m contract for development of Watercress Farm, at Clockhouse Road, At Loampit Vale, Lewisham, work is to start in July on con-

struction of 25 flats and houses for the Solon South East Housing Association, on the former Lewis ham sawmills site. The four traditionally-constructed blocks of two and three-storeys will contain ten two-person flats, four five-person terraced houses, four four-person terraced houses, and two five-person flats. Overall completion of the £1.8m contract is due in late 1989.

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# SOLAR ENERGY



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Iberia's Business Class always welcomes you with a glass of sherry. A taste of Spanish

sunshine to whet your appetite for the delicious meal ahead. And afterwards relax and take advantage of our unique, multi-lingual, on-board library.

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WARM TO THE EXPERIENCE.



## NORTHAMPTONSHIRE 2

The county's footwear manufacturers are responding to the fashion for classic styles

### Traditional industry bucks the trend

**I**N THE last year or so, three gleaming new footwear factories have been built in Northamptonshire; all three are now manufacturing the traditional men's shoes which have been made in the county for centuries.

News of investment and expansion is welcome in every area of manufacturing; but in the beleaguered British shoe industry it is doubly so.

In recent months when most of the footwear sector has been stabilised in cuts and closures following a large fall in imports that have flowed into Britain since last autumn. But one part of the industry has bucked the downward trend: the

men's shoes manufacturers still concentrated in their traditional territory of Northamptonshire.

Noone knows when the county first became the centre of men's shoe making. There is a story, possibly apocryphal, that the city of Northampton is still owed money by the Government as payment for shoes made for Oliver Cromwell's army in the 17th century.

The industry originally emerged in the county because of the availability of leather. The fertile river valleys of the Ouse and the Nene have long provided grazing for cattle. Given that cattle hide is thick and sturdy, it tends to be used to make men's

shoes; while the finer hide of the sheep and goats of Leicestershire and Norfolk is better suited to meet the needs of the women's and children's shoe makers of those counties.

The Northamptonshire footwear industry flourished until the late 1970s when the combination of increasing imports and a slump in consumer spending dealt a devastating blow.

In the past decade the industry has halved in size. The county has lost more jobs from the decline of the shoe sector than from the much-publicised closure of the British Steel complex at Corby.

Today there are now about 50

companies making shoes in Northamptonshire with a workforce of 8,700 people. The British Shoe Corporation, part of the giant Sears group, dominates the industry with more than 1,300 employees at its three factories.

The other large concerns are Church, famous for its classic brogues, Griggs, which makes Dr Martens shoes, and John White, the leather firm recently sold by Ward White to its management in a buy-out.

In many ways the men's shoe

makers of Northamptonshire suffered more than their counterparts in the women's and children's sectors in the recession of the late 1970s and early 1980s. For

As a result the "classic" manufacturers, like Church and Grenson, have benefited from buoyant export sales. Similarly Griggs has been able to nurture new overseas markets for Dr Martens, which have become fashionable footwear for young people throughout the world. Some of the specialist producers, like George Cox which makes 1950s-style "brothel creepers", have also prospered.

In 1987, a year in which the 288m British shoe industry as a whole saw output fall because of increased competition from cheap imports, the Northamptonshire manufacturers were chiefly responsible for an 11.5 per cent increase in exports to £185m.

So far in 1988 the growth of exports has continued. In the first quarter of the year the industry recorded export sales of \$45m according to statistics from the British Footwear Manufacturers Federation, an encouraging increase on the same period last year.

Griggs has been sufficiently confident to have invested in a new factory to manufacture Dr Martens specifically for its overseas markets.



Lasting footwear: assembly of the uppers and bottom shoe components at FII Group's new Lotus shoe factory in Northampton

Yet for the past two or three years the Northamptonshire companies have benefited from a fashion for traditional "English" shoe styles. This fashion has not only stimulated demand for Church's classic brogues and Dr Martens within the UK, but has encouraged export sales.

women's shoe makers - concentrated in Leicestershire and Lancashire - which have borne the brunt of this influx of imports.

Nevertheless they have forged ahead with their expansion plans. In addition to the new

Griggs factory, the FII Group has built a new welted shoe plant for its Lotus subsidiary and Barkers of Earls Barton has shifted production from its old factory into a new £2m unit.

So far this confidence has been justified. For the level of demand

for the traditional men's welted shoes - which have long since been the bastion of the Northamptonshire industry - is still outstripping supply.

Alice Rawsthorn

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Similarly the Northamptonshire manufacturers have to grapple with the problem of rising raw material prices. The price of leather has rocketed in recent months.

Nevertheless they have forged ahead with their expansion plans. In addition to the new

Griggs factory, the FII Group has built a new welted shoe plant for its Lotus subsidiary and Barkers of Earls Barton has shifted production from its old factory into a new £2m unit.

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## NORTHAMPTONSHIRE 3

## Property market

**Location, land, labour**

WITH THRIVING, and competitive locations like Peterborough just over its eastern border, Leicester to the north and Milton Keynes to the south, Northamptonshire might appear to have its work cut out in attracting property development.

However, says Colin Marriott, a director of local agents Barry Commercial, this is only because Northampton itself has gone on to the back burner in recent years. He worked for Northampton when it was a New Town - it was designated in 1968, and handed over to the Commission for the New Towns in 1985.

Before then, he says, Northampton was well up with the competition. Furthermore, he says, that in the past twelve months, a combination of economic prosperity and major potential infrastructure improvements have brought property development back to a high pitch in the county town, and that the effect is spreading into other Northamptonshire towns like Kettering, Wellingborough and Corby.

David Woodhall, chief executive of the Commission for the New Towns, and county planning officer for Northamptonshire for a decade, says that the county emerged as a commercial property location in the early 1980s on the back of the "three L's": location, in its central position in the country, a skilled labour force and the availability of land, "separately organised by a number of development agencies."

Of Northampton, he notes that the former New Town Development Corporation, between 1970 and 1985, brought into the town 70 broadly based companies, 70 from overseas representing 17 countries.

Almost 10m sq ft of new factory space, 2m sq ft of office accommodation and 1m sq ft of shops created over 18,000 extra jobs and established one of the best industrial relations records in the UK. The Corporation built 21,000 homes, sold land for private construction and provided modern sports, entertainment, health care and educational facilities, including 28 schools.

Now, there are a number of signs that development is going up market. Northampton and its neighbour Daventry (a population expansion area for Birmingham) are close to the M1 and they have always been excellent locations for national distribution. However, the CNT sold a appeal.

prestige corner site of 4.88 acres to the Newbury-based commercial developer Trencherwood, last year and that is being developed as a "high tech" business complex in conjunction with Seagbrook Securities.

To date, the business park development has taken it up to what has been called "mid-tech". This tends to be warehouse shed space with maybe a 30 per cent content of office space, faced in coloured glass which is stuck on the front to look impressive. Now, says Mr

**Now, there are a number of signs that development is going up market**

Marriott, there are two proper business parks, office/product development/research and storage hybrids, planned for the Watermead site in an expansion area south west of Northampton.

Even further up the market,

Mr Marriott's firm is acting for London developers Abbott Proprietary in the development of a 600,000 sq ft campus office park

on a proposed A3/M1 junction

south of Northampton. He observes that Northampton's urban office space has reached saturation point; that the A43 upgrading to Oxford will give the county excellent, and much needed communications with the M4 and the South West; and that an American company is already negotiating, among 200,000 sq ft of firm enquiries, to take its headquarters out of London and on to this, the Milton Corporate Office Park.

Alongside, rather than above a balanced, conventional retail property market, the CNT is putting forward an out-of-town retailing and leisure complex for a 64 acre water meadow, which is presently zoned for industrial purposes, by the river Nene. This, it says, will (a) accommodate large, non-food retail space users which will not compete with Northampton town centre and (b) open up the river for leisure purposes; it could also, he says, perhaps accommodate the National Fairground Museum, with working models for visitors to sample. The local authority is not enthused, and the question of planning permission is going to

Kettering, of a size with Corby and Wellingborough, got there by being a mature market town rather than on the growth induced by Enterprise Zone status - given to Corby when the steel industry expired - or expansion area designation, which went to Wellingborough to take the heat off the Greater London area.

Kettering has the accolade of hosting the only Marks & Spencer branch in the three second echelon towns in the county and it is looking for considerable benefits from the pending A1/M1 link which will pass just south of the town.

Will development pass the county by, now that it is becoming more expensive? Colin Marriott thinks not. He admits that residential property prices are "going through the roof" but he notes that the county structure plan has been changed slightly. There has been a nominal increase in new units, he observes, but while there has been a lot of pressure for residential development in rural areas, very large areas have been identified in the towns. These, he says, can certainly accommodate the growth required.

New industrial patterns are fast emerging. Corby has proved very attractive as a distribution

William Cochrane

**A bustling new world beyond steel**

PEOPLE IN Corby have found a world beyond steel - and they acknowledge that they like it. This town of 52,000, which grew up around an integrated iron and steel works using local iron ore, has been transformed in under ten years into a bustling centre for diverse manufacturing and distribution activities. It is now the very model of a modern industrial town and is making an important contribution to the economic prosperity of Northamptonshire.

The renaissance of Corby is all the more remarkable when it is judged against the desperate situation that faced the town back in 1979 when the British Steel Corporation - suffering unsellable losses - was forced to end steel-making there as part of its programme for wholesale rationalisation.

British Steel was able to keep

the Corby tube-making plant in

business. And today it is still the

biggest single employer in the

town today with a payroll of 2,000. But the closure of steel-making resulted in 11,500 jobs being lost. That meant that the jobs of half Corby's workforce disappeared within a short space of time.

A measure of the success achieved since then is that skills shortages and the problems of skills mismatches are now the primary concerns of the Corby authorities. Although total unemployment among adult males and females stands at 2,605 (10.7 per cent of the workforce) many within that figure are unemployed because they lack skills or are not actively seeking employment. A more useful figure to demonstrate the buoyancy of the Corby economy this spring is that there are only 37 youngsters under the age of 18 seeking work in the town - and local employers are regularly seeking to hire more young people.

Since 1981, more than 400 companies have moved into Corby attracted by the ready availability of good labour, the heavy investment in infrastructure that has been poured into the town, and the united efforts of the Corby District Council, the county, the New Towns Commission, the Corby Industrial Development Centre, and BSC(Industry), to put the town to work again.

New industrial patterns are fast emerging. Corby has proved



The town centre of Corby: now the very model of a modern industrial town.

centre. It occupies a strategic location mid-way between the M1 and the A1 north-south roads, and straddles the important east-west routes which link the west Midlands and the north west with the east coast and the south east ports.

Corby has also become a national production centre for the food industry, helped again by its position amid rich English farmlands. It has two potato crisp factories, Golden Wonder and Hunters Foods. Weetabix makes breakfast foods there, and Allied Foods and REHM also have plants.

The presence of the food industry and the skills in metal-working and general engineering among Corby men has also led to a number of companies settling on the several industrial estates to make stainless steel equipment for food processing and other uses.

High-tech businesses also like

Corby. One company, Willett Printos, which makes microprocessor-controlled marking machines had done its basic research into its product in Cambridge. The founder, Alan Willett found 5,000 sq ft of factory space in Corby to begin manufacturing with a staff of five. That was four years ago. Since then the company has expanded in quick succession to 15,000 sq ft, to 30,000 sq ft, and, lately, to 55,000 sq ft, and now employs a staff of nearly 200.

Mr Ray Jackson, director of

industry at the Industrial Devel-

opment Centre, says: "There is a

momentum and self-confidence

apparent in the town now. After

the rapid growth of the last few

years people are confident that

even more jobs are going to be

created here. The sort of busi-

nesses we have here tend to grow

and to employ more people. That

is being noticed by the work-

force".

Meanwhile, British Steel plays

a role in encouraging new "seed

corn" businesses to set up in

Corby. Within the BSC site there

are nursery workshop units run

by the subsidiary BSC(I) which

are proving to be a continuing

success in helping fledgling busi-

nesses get started. The manager,

Mr George Deacon, is more than

willing to act as adviser to smooth the problems of these young businesses.

BSC(I), which was founded to help cushion the blow of steel industry redundancies, is still making soft loans available at 1 or 2 per cent below bank rate over periods up to 3 years for suitable businesses wishing to set up in the Corby district and provide employment. Usually the loans are in the range up to £100,000.

The rescue of Corby was born out of desperation when the people and British Steel realised that the heart was being torn from the town by the closure of primary steelmaking, and that something had to be done.

Coopers and Lybrand Associates, who were called in as consultants, proposed a massive programme for industrial development. The government, the European Community, British Steel, the county, and the local Labour-controlled council all cooperated to develop what was probably the most impressive crash programme to rescue an ailing British community ever.

The New Towns Commission was given a special role by the government to assemble industrial sites, build roads and infrastructure, and provide everything necessary to attract new industry. It was spending up to £12m a year of public money to help the local economy in the early years after the steelmaking closure.

The social mix of Corby is, to say the least, unusual. It is a Scottish community transplanted to the rolling country of Northamptonshire.

The reason is to be found in the history of the British steel industry. In the early 1930s the Scottish steelmaking company Stewarts and Lloyds, then still a family business, chose the village of Corby as the site for the biggest integrated iron and steel and tube-making works in Europe - exploiting the local iron ore. Corby had a population of just 1,500 people before the tartan invasion.

Several generations later the Scottish accent is still strong in Corby, and the town even boasts a supporters' club for Glasgow Rangers. A little piece of Scotland in the English Midlands, it seems to offer a healthy mix for modern business life.

Roy Hodson

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Corby is a growth product. In six years Corby has grown some 400 new companies. Grown some 8,000 new jobs. Grown Britain's most enterprising Enterprise Zone. Grown all the business, social and leisure amenities to match. Grown a new and modern industrial world. In six years some companies have grown twofold, some threefold in Corby's growbag. Some growth industries: Oxford University Press - a £2M plus expansion of their automated international book distribution centre. Willett Printos - doubling the area for manufacture of high-speed ink-jet printers, and building new labs and offices. Weetabix - expanded onto a ten-acre site soon after setting up in Corby and now developing cereals business on a second site. Interroll - sales of materials handling systems components tripled to £6M in four years, floorspace quadrupled. Dulmison (UK), electric power distribution components makers - largest contributors to group profitability after Australian parent in 1985, now aim to double turnover with wider product range in bigger factory. Corby earlybirds DuBois - increased factory space for high quality plastics products fivefold and turnover more than 50 times since moving to Corby in 1972. What's in the Corby growbag? The nearest Development Area to London. In a commanding position at the 'five centre' of England with superlative communications for inland distribution and exporting operations. A vigorous workforce keen to work for you. And the best package of financial incentives you can wish for: Development Area grants for new job creation, and plant and machinery investment; rates holiday on Enterprise Zone premises; generous assistance to small business; European Coal and Steel Community loans. And a warm welcome for all newcomers.

**GROW WITH CORBY**

Ray Jackson, Director of Industry

Corby Industrial Development Centre, Grosvenor House, George Street, Corby Northamptonshire NN17 1TZ, England. Telephone: Corby (0536) 62571 Telex: 341543

Name: \_\_\_\_\_

Company: \_\_\_\_\_

Position: \_\_\_\_\_

Address: \_\_\_\_\_

Tel: \_\_\_\_\_

**CORBY WORKS**

## NORTHAMPTONSHIRE 4

### Export success for Weetabix

**WEETABIX**, which began as a small family concern in Burton Latimer, Northamptonshire, in 1932, is today a leading manufacturer in the UK's £570m market for breakfast cereals and exports its products to 70 countries.

The company which now produces 60m Weetabix biscuits a week is still privately-owned, with Richard George as chairman and managing director. The Northamptonshire plant employs 1,500 people.

The majority of the sales are shared between the company's famous major brands, Weetabix and Alpen Original, and a number of recent innovative products such as Weet-O's, varieties of Alpen with tropical fruit or without added sugar. Other products include Farmhouse Bran, Top Bran and Weetafloakes.

In 1975, the company opened a second factory at Corby. This year the company will spend £2m promoting the Weetabix brand with a campaign concentrating strongly on children's TV. Alpen is supported with an annual advertising spend of more than £4m and with £1m for the Weet-O product. Weetabix estimates that the UK market for ready-to-eat breakfast cereals has grown by 40 per cent in volume in the last five years.

Among its steadily expanding export markets, Weetabix is making strong emphasis on Europe and North America.

### Wilson & Partners

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## Cheeky Kettering

### The M1-A1 Link

**CHEEKY KETTERING**, often neglected in the past when it came to handing out investment incentives such as enterprise zones to other towns in Northamptonshire, has its own name for the road soon to carve a horizontal path through the middle of the county: the Kettering Link.

This alternative title for the road otherwise known as the M1-A1 Link is not without merit. By far the largest town on the road, Kettering is uniquely placed to reap dramatic benefits from the improvement in communications that the country's first proper east-west route will offer.

The town will also be a major beneficiary in terms of the relief which the accompanying ring road will give to its internal road system. For years in a state of limbo pending a decision on the M1-A1 Link, Kettering has been handicapped by its status as the only town of any size in Northamptonshire not to boast a by-pass.

The 45-mile M1-A1 Link will start at the point where the M6 forks off the M1 near Rugby and end on the A1 near Huntingdon with a loop half-way along its length around Kettering. It will be a dual carriageway of near motorway standard and is expected to cost £125m to build.

Although the Link will undoubtedly provide an important economic boost for Kettering and Northamptonshire generally, it was not specifically planned for

that reason. Rather, it was intended to speed up communications between the Midlands and the East Coast ports, a need which has become all the more pressing with the abolition of EC fiscal frontier controls in 1992.

The road, however, has been dogged by controversy. Its route was decided only last year after a contentious 143-day inquiry at which the inspector rejected four other possible routes put forward by objectors to the plan.

Perhaps the most divisive issue

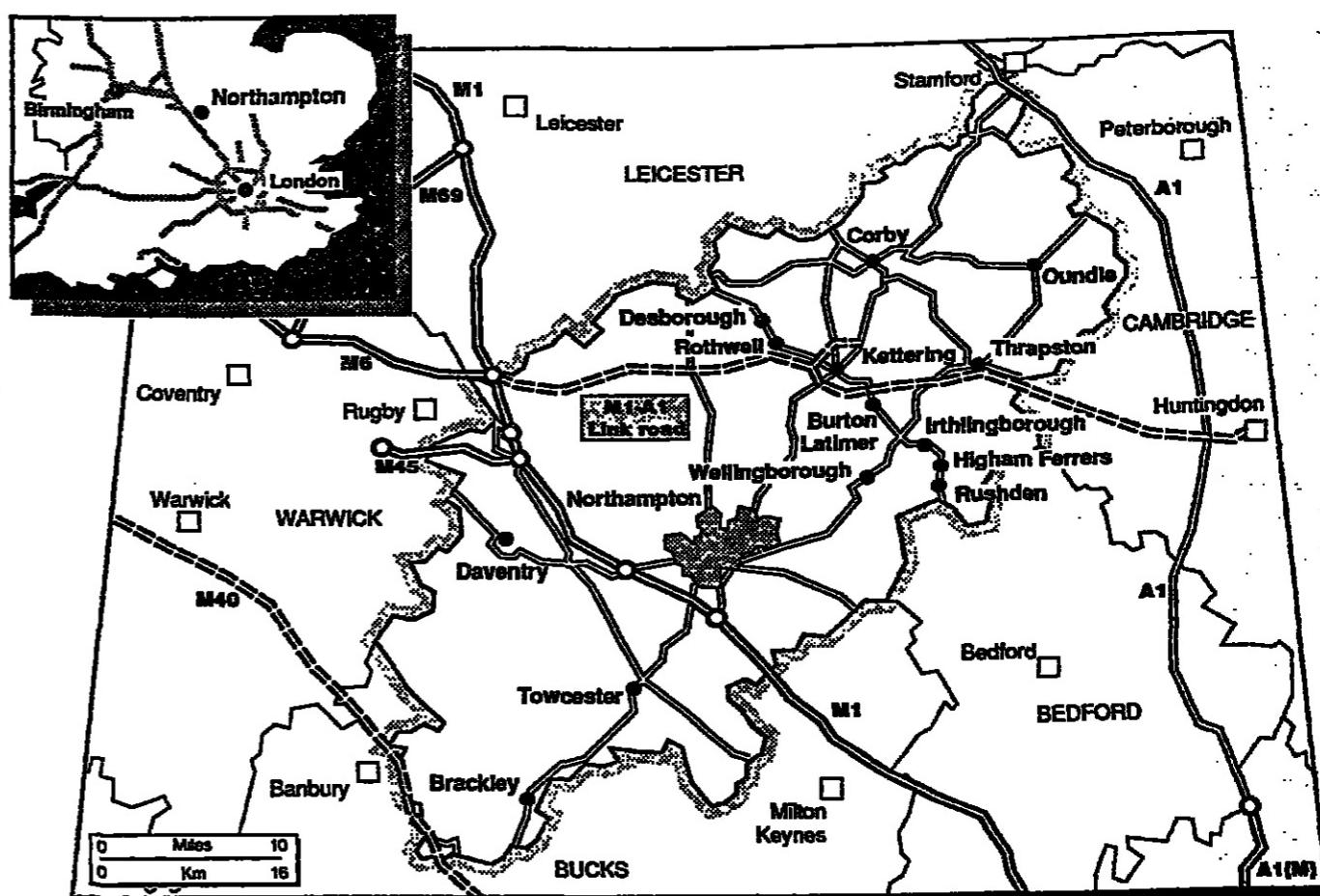
The Government said it had decided to adopt this route because an alternative line to the south of the village, avoiding the battlefield, would have had an even more serious effect on nearby villages and the countryside.

The Society for the Preservation of the Battlefield of Naseby, however, was incensed by the decision and has taken its modern-day battle of Naseby to the High Court, where all parties are awaiting a hearing of its challenge to the Secretary of State's line order.

Work on the Link was originally expected to have begun earlier this year but it now seems unlikely that the first sod will be cut until October, when construction of the Kettering to Thrapston section is expected to start and dualising of the A60 on to the A1 should begin.

Completion of the Link is envisaged in 1991 but this target appears increasingly unlikely to be met. While Kettering may have its route to the A1 by then, it may have to wait till 1992 before it is fully plugged into the motorway network.

Richard Tomkins



Profile: MFI

## Buyout to expansion

### Tourism

## A subtle but growing role

THE CONCEPT of tourism has come fairly recently to Northamptonshire. Although replete with attractions both natural and historic, the county has in the past kept them mainly to itself, preferring to maintain the tranquillity of the traditional English countryside rather than prosper at the hands of coach-loads of trippers.

If that is changing now, it is only subtly. Northamptonshire is not alone in believing that uncontrolled tourism can create more problems than it solves, and the economic buoyancy of the county is such that it has no need to rush headlong into the mass market.

Yet tourism does have an important, and growing, role in the county. Northamptonshire recognises it as an industry which can make an important contribution - though certainly not the only one - to job creation in the rural areas, where many villages might otherwise be in danger of becoming mere dormitories for commuters travelling to larger towns and the South-East.

This is not simply a matter of providing people with summer jobs as coach park attendants and ice cream vendors. Instead, the emphasis is more imaginative developments with potential for attracting visitors all year round, either by protecting them from the elements or by exploiting variations in the weather.

An example of the latter is the scheme afoot at Raunds, where a living museum of rural life is planned. Here, one idea is that people would take on the roles of characters in a village of, say, mediaeval times and adjust their way of life to suit the seasons, so that a tourist would give the tourist something new to see, not close the exhibit down.

But there are also tourist attractions of the more traditional variety in Northamptonshire, and a great many of them. The county is typified by all things English: delightful stone-built villages, remains of ancient forests, magnificent Saxon

churches, and many stately homes.

Possibly Northamptonshire's best-known tourist attraction is Althorp House, seat of the Spencer family since the 16th century and home of the family of the Princess of Wales. But if other places of interest lack the kind of fame accorded to Britain's Blenheim Palaces or Windsor Castles, part of their very charm lies in the fact that they are relatively undiscovered.

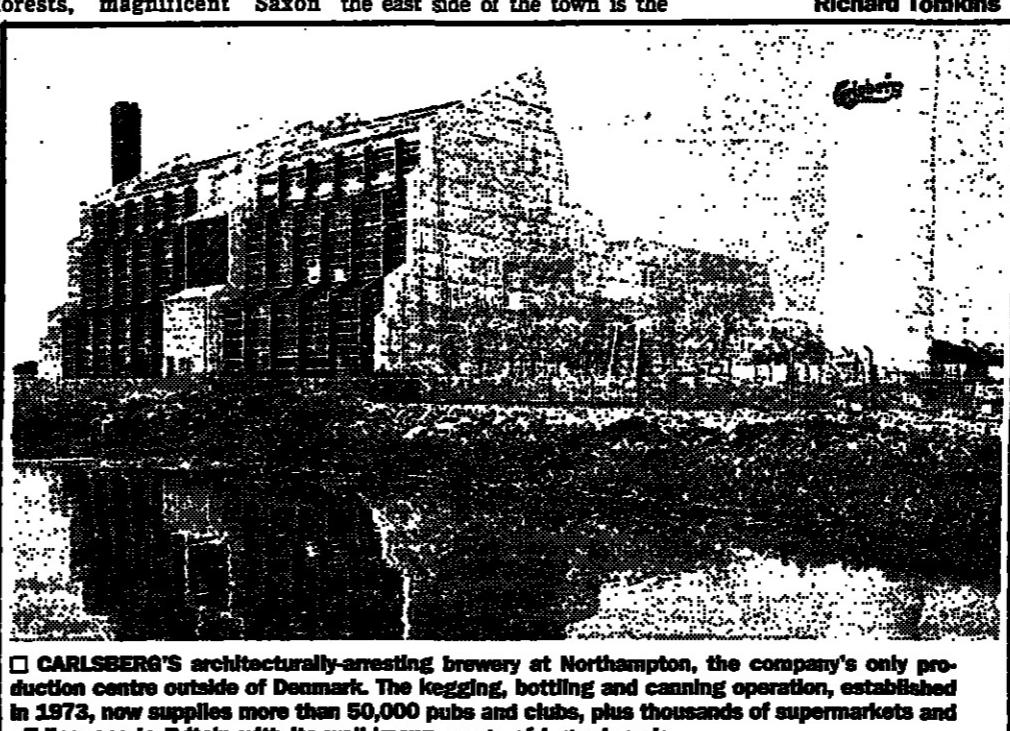
The 15th century Boughton House, for example, north-east of Kettering, has been described as a vision of Louis XIV's Versailles, transported to England. Not far away, just north of Corby, the well-preserved Rockingham Castle, the seat of Norman kings, while a short distance away on the east side of the town is the

splendid Deene Park, family home of the Earl of Cardigan.

Althorp apart, the county has many other historic connections with royalty. It was in Fotheringay Castle, for example, that Mary Queen of Scots was executed in 1587, and although only the ruins of the castle remain, its staircase - and the queen's ghost - are reputedly now to be found in the ancient Talbot hotel in nearby Oundle.

Just 58 years after Mary's execution, her grandson, King Charles I, was defeated at Naseby in a battle that marked the turning point of the English Civil War. A year later Charles returned to Northamptonshire as a prisoner, to be incarcerated in Holdenby House.

Richard Tomkins



CARLSBERG'S architecturally-amazing brewery at Northampton, the company's only production centre outside of Denmark. The kegging, bottling and canning operation, established in 1973, now supplies more than 50,000 pubs and clubs, plus thousands of supermarkets and off-licences in Britain with its well-known range of lager brands.

### Barclaycard nerve centre

BARCLAYCARD, which claims to be the UK's largest credit card organisation, is one of Northampton's major employers, with a workforce of around 3,500.

The Northampton operation began 22 years ago with 246 employees at Aquila House, a converted shoe factory in St Giles Terrace.

Today the multi-storey Barclaycard headquarters in Malfair processes the accounts of 9m credit card holders.

Turnover by Barclaycard in 1987 was £5.4m. It is estimated

that at least 17 per cent of the UK's adult population hold a Barclaycard which is accepted in more than 250,000 retail stores in the UK and more than 5m outlets worldwide.

There were around a million card holders soon after the Northampton operation was launched in 1965 but the total grew steadily and, by 1972, the total had doubled. Barclaycard is now part of the international Visa organisation which is a worldwide computer network which facilitates credit card payments in around 160 countries.

The Northampton nerve-centre handles between 40,000 and 60,000 calls a day - or almost 20m calls a year. A team of 450

authorisation clerks work on a shift system with around 160 on duty for each shift.

A giant mailroom in St James Hill Road area sends out more than 5m customer statements each month, which represents about 200 sackloads of mail each day. Around 200 people, including 30 former police officers, work in the fraud prevention department.

Profits for the Central Retail Services Division of Barclays last year were \$3m up on the previous year, at \$27m. Barclaycard turnover jumped by 20 per cent to \$6.5bn and the number of Visa transactions processed increased to a new record of 227m.

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IT IS possibly the largest furniture warehouse in Europe: a vast 22-acre building piled 26 feet high with tables, chairs, cupboards and the like, all packed up and ready to be shipped out to MFI's 142 outlets at a moment's notice.

The MFI National Distribution Centre at Northampton is located in a total expanse of 42 acres, employs 500 people and ships out an average of 370 trailer-loads of merchandise every week, carrying as much as 350,000 items of furniture.

Every year, transporters from Northampton - brightly emblazoned with the "won't be beaten" logo - cover some 3 1/4 miles and deliver over 15.3m items.

MFI's trading philosophy is encapsulated in the phrase: "See it, like it, take it away". This requires maintaining a large number of stock-lines at the individual store, and being in a position to replenish stocks promptly.

Hence the need for a vast distribution centre within easy reach of the UK's main motorways. With 100 loading bays, the Northampton site has the capacity to handle up to 150 incoming containers a day.

Linked to Northampton by computer, the individual store has more than a 90 per cent chance of finding its required item in stock. At any one time, the warehouse stores as many as 2m separate pieces of furniture, from video trolleys to three-piece suites. At cost prices, the Northampton stock is worth between £25-£30m at any one time.

Computers assist not only the ordering process, but also the shipping and loading of the transporters. The computer calculates the optimum load mix; computerised "stuffers" pack the goods into the lorries.

With a total of four miles of roadways, many 16 foot wide or more, the warehouse is arranged on a relatively simple de-mountable stacking system which allows pallets of merchandise to be piled to the ceiling. A fleet of special

bicycles has to be maintained. Following a recent diversification into carpets, a new range of equipment has been introduced to the warehouse. For example, extra wide aisles have been designed to give extra manoeuvrability for fork-lift trucks with 12 foot booms, specially adapted to handle carpet rolls.

The centre houses sophisticated carpet cutting equipment which allows just two skilled employees to wrap any standard length of broadloom in a total of approximately one minute. Also sited at Northampton are the quality control department and the spare parts division. MFI hopes to locate the required part and deliver it to the branch within a week of the customer's request.

Work on the 1.1m square foot warehouse began in 1979 and was concluded in September 1985. According to Derek Hunt, MFI's chairman and chief executive, Northampton was chosen because of its geographical position and because of the availability of suitable land and employees.

Its goods mainly sourced in the UK, the warehouse now serves some 45 per cent of MFI's total product requirements. The balance is manufactured by Hygena, the kitchen company which MFI acquired in October last year as part of its £715m management buyout from ASDA, the supermarket group.

This was the UK's largest ever management buyout and was unusual because of both the large numbers of managers who participated in the transaction and the fact that employees were also given a chance to buy some shares in the new company.

It is intended to expand the warehouse's present capacity by a further 250,000 sq. ft. in line with the company's anticipated rate of growth. MFI is planning to increase its selling space by a half. Currently, its 142 outlets represent 5m square feet and employ 6,500 people.

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## ARTS

Architecture/Colin Amery

## All souls to the plantation

The fine Codrington Library at All Souls in Oxford is fascinating because it defies any architectural traditions by being as totally classical inside as it is Gothic outside. Begun in 1716 after Christopher Codrington had bequeathed the sum of £5000, Nicholas Hawkmoor, who was then working for All Souls, favoured the Gothic style for the North Quadrangle while also advising the college to be certain to preserve "ancient, durable Publick Buildings . . . instead of erecting new fantastical perishable trash." (All City developers and attenders of public inquiries please note.)

For the west front of the Library Hawkmoor produced one of his most brilliant designs.

He repeated the composition of the fifteenth century staircase,

but on the outside his main

window is a Gothic version of a Venetian window while on the

inside it is entirely Classical.

As we dither today about the tenuous return to the Classical style,

a real genius like Hawkmoor

was inventive enough to devise a Baroque Gothic design that was

entirely original and yet at home

in the older confines of All Souls.

Inside the Codrington Library

is one large room, with all the

internal woodwork by Hawk-

moor; great pilasters divide the

books and a run of triglyphs and

metopes apparently support the

gallery. It is one of the most en-

chanting rooms in England, and at

its centre is a statue of Christo-

pher Codrington, in Roman dress, sculpted by John Cheere in 1734.

It is this powerful-looking figure who concerns us this week. He was born in Barbados in 1663, where his grandfather had gone from England in 1628 and made a substantial fortune from sugar. Christopher grew up in Barbados in an atmosphere of power and money. He seems to have followed the ideas of Renaissance poet, Fellow of All Souls and a volumine in the fight against Louis XIV.

This mixture of intellect and physical skill would seem to have equipped him perfectly for his role as Governor of the Leeward Islands, but his views on the treatment of slaves did not find favour with the white settlers. He warned the slaves to be taught Christianity, but because this would have meant teaching them English as well as the settlers thought that the seeds of revolt as well as faith would be nur-

Codrington withdrew from his post as Governor, and at the age of 36 returned to Barbados, to his stone built mansion at St John.

In his study in this beautiful part of the island he planned a remarkable gift. On his death, he left two plantations in Barbados and a part of the island of Barbuda for the foundation of a theological college, with a potential for an expanded role as a centre of study, reflection and research for a wider range of students.

It offers the most superb surroundings in the Caribbean for a kind of contemplative All Souls — which would be in keeping with Codrington's gift.

There is now a powerful Codrington College restoration

appeal under the patronage of the Archbishop of Canterbury.

Barbadians are needed by the end of 1988 to ensure the restoration

of the fabric of this remarkable place. The appeal is already making headway but a great deal of support is needed. The objects are worthwhile both on architectural grounds — the preservation

of a superb example of Caribbean classicism — and to provide a base for continuing the educa-

tion and social ideals of its founder.

It is important for the future that islands like Barbados should be the home for more than tourism. Christopher Codrington was an idealist, and his supporters today deserve every encouragement.

Codrington College, Barbados, needs help quickly



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Even the best organised and executed of festivals should be allowed one miscalculation. This year's Aldeburgh Festival is well filled with imaginative and tempting programmes; every day seems to offer at least one novel or revealing juxtaposition. Even the choice of opera for production by students at the Britten-Pears School was intriguing. Chaikovsky's *Iolanta* remains rare enough in the opera house to justify amply its inclusion in a festival such as this.

It was less festive, though, to entrust its production to Galina Vishnevskaya. Formidable dramatic sopranos do not automatically become accomplished perceptive stage directors, and the version of *Iolanta* that Vishnevskaya has perpetrated here, with a young cast, is the kind of museum piece that belongs in the bad old days of opera production when all that was required of a singer on stage was to stand and deliver in an unnatural pose as could possibly be contrived.

In front of David Tindle's luminously painted backdrop the singers have to move through a vocabulary of painfully circumscribed gestures; whatever their talents as singer-actors might be, their individuality is consistently subjugated to this suffocating banality, which cannot see further than the end of the next aria

That so much of this fascinating mixture is projected in the Shape Maltlings against such overwhelming odds is a tribute both to the score itself — how

good it would be to see the opera done by ENO — and to the forcefulness of Steuart Bedford's conducting, impassioned and direct, and the alert playing of the Britten-Pears Orchestra. The two performances (the second is tomorrow) have different casts — in the first only John Hancock's Moor, Ibn-Hakka, emerged with a convincing independence and a grasp of what opera performance derives from the effectiveness of its central character, and her ability to focus concern on her predicament. In these circumstances it would be wrong to castigate Colleen Gaetano's performance as *Iolanta*, though her vocal clarity in the English text was uncertain and some of her enunciation curiously mannered.

Strange vowel sounds afflicted other singers too, suggesting a corporate malaise that may have been a production characteristic too — Michael Druett's René King of Provence and *Iolanta*'s father, could well have prospered in another context; so could John Davies's Duke of Burgundy. The chorus seemed to contain some fresh untainted voices not over-coached for the production. But subjecting any young singers to such an artistically arid experience as this seems an unnecessary cruelty.

## Iolanta/Aldeburgh Festival

Andrew Clements

or imply any emotion that is not scored in the most unambiguous way.

The dramatic disaster is made the more painful because, despite the immense handicaps, Chaikovsky's one-act fairy-tale work, originally intended as a companion piece to *The Nutcracker*, emerges cogently and memorably. Its deceptively simple story-line — that of an innocent, blind princess, who is brought into the real world and has her sight restored through the love of a young knight — opens up creative veins in the composer that seem quite unexpected. Alongside the familiar lyrical impulsion there is a tinge of orientalism (perhaps inherited from Weber) to colour in the character of the Moorish doctor who effects the cure, and a palpable under tow of Wagner, especially in the music of *Iolanta* herself. *Parsifal* seems the source, and perhaps too — Michael Druett's René King of Provence and *Iolanta*'s father, could well have prospered in another context; so could John Davies's Duke of Burgundy. The chorus seemed to contain some fresh untainted voices not over-coached for the production. But subjecting any young singers to such an artistically arid experience as this seems an unnecessary cruelty.

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BRACKEN HOUSE, CANNON STREET, LONDON EC4 P4BY  
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Monday June 20 1983

## Towards a better EMS

PROGRESS towards the goal of a unified Europe requires both valour and discretion. In endorsing the principle of the 1982 programme for the completion of the internal market, the Community has shown great valour. Equally valorous was the decision last week to remove controls on the free flow of capital. Should valour, or its better part, now be shown in the development of the European Monetary System?

The timetable agreed requires all member states to lift curbs on capital flows by July 1, 1990, except for the poorest countries, which can delay action until 1992 (and in the case of Greece and Portugal possibly until 1995). For Italy, with its runaway public debt and France, with its deeply-entrenched *dirigisme*, the change represents a leap in the dark. The case of France is perhaps the more remarkable, since its left-of-centre government has thus followed the antipodean road to socialism.

Critics have argued that fixed exchange rates within the EMS only survive because of exchange controls in the weaker-economy countries. Better, they argued, have capital market liberalisation, like the UK, than membership of the EMS, like France. Now the objection is turned on its head. Can the EMS survive as a system of fixed, but adjustable, exchange rates in the absence of exchange controls?

### Highly disturbing

The danger for the EMS is that interest rate instability will increase. If, for example, a substantial devaluation of the French franc was thought inevitable, short term rates of interest would rise to still higher levels than before liberalisation, as domestic residents added their contribution to the outflow. Short term rates of interest would, over time, develop a sawtooth pattern that would prove highly disturbing to the smooth functioning of financial markets. Either the EMS as currently operated or freedom of capital movement would be in peril.

There are two alternative solutions. The way of the valiant would be towards irrevocably fixed rates of exchange, and, ultimately, a complete currency union. The way of discretion would be towards more exchange rate flexibility.

The argument for flexibility would start from the premise that convergence of inflation has

### Crawling peg

Whatever its mundane, practical merits, such a system (essentially a crawling peg) would be inconsistent with current soaring ambitions for European economic integration. What would happen under the alternative of irrevocably fixed exchange rates, leading ultimately to a currency union?

Within a currency union, the present member countries would be "regions" of an integrated European economy. Regions with overvalued real exchange rates would stagnate, as France has discovered to its cost in recent years. Worse, such regional stagnation would be more difficult to bear than within countries, because labour mobility within Europe would be lower than within individual countries.

A more active European regional policy would be part of the solution, but more would be required. There is a close relationship between successful progress towards currency union and the achievement of greater labour market flexibility. If adjustment of nominal exchange rates is ruled out, then relative movement in nominal unit labour costs is needed instead. Otherwise, disequilibrium within Europe will cumulate, the symptom being progressive increases in unemployment in the uncompetitive regions. To choose such an outcome is no sign of valour, but of foolhardiness.

The goal of currency integration is one to stir the blood; while a step back to greater currency flexibility would look like a defeat (even if one that would remove Mrs Thatcher's latest excuses for not joining the exchange rate mechanism). Yet a leap in the dark can be the prelude to a fall into the abyss. Before progressing towards a still more rigid system than at present, the Community had better first make sure that the bridge of labour market flexibility is securely under its feet.

## A spoke in the Rover wheel

THE TERMS under which British government assets are sold to the British private sector might be thought a matter of legitimate interest only to the British people. Yet a dispute between Brussels and London over the sale of Rover Group to British Aerospace has now reached a level which requires the personal intervention of the Prime Minister. Mr Peter Sutherland, the Commissioner in charge of competition policy, is reportedly arguing that the £800m cash injection which lubricates the sale is far too generous. The Commission is thought to be urging that the taxpayers' support should be cut back by £250 million or more, a move which if implemented could even result in British Aerospace dropping its takeover offer, and throw Rover's future in doubt yet again.

Yet Mr Sutherland has a clear right to query the terms of the deal. In the run up to 1992, the Commission is waging a war against barriers to competition of all descriptions. State aid for failing companies is a particularly insidious form of protection and one that will have to be brought under closer control if a unified internal market is to become a reality. Moreover, Brussels is not picking on Britain. In the past year, it has stepped up such actions significantly, with France, Belgium and the Netherlands being among the most persistent offenders.

### Sweetener

The British Government is doubtless claiming that the terms of the Rover deal are no more generous than necessary to secure the future of the company under new ownership. The business has a 20 year record of chronic losses. Rover could not be sold with a debt-laden balance sheet and no working capital, and so a sweetener of some kind was inevitable.

The British Government's willingness over the years to guarantee the debts of those which now make up Rover may well have had an adverse impact on the competitive position of viable motor manufacturers in the UK and elsewhere, by depriving them of sales which might otherwise have gone their way, and by its

# Gorbachev's search for the rule of law

A.H. Hermann considers Moscow's plans to revolutionise the legal and judicial system in the Soviet Union

ONE OF THE most important "theses" to be discussed at the epoch-making All Union Party Conference convened by Mr Mikhail Gorbachev for June 28 – and certainly one crucial to his success – calls for "completing the development of communist legality". In plain English, this is a call to perfect the rule of law in the Soviet Union. In Moscow it provoked bitter comment from Soviet lawyers along the lines of: "You cannot 'complete' or 'perfect' a work that was never even begun".

The Party Conference will see a contest between those who wish things to remain as they are and those who argue that the Party must concede some of its power to the rule of law. Those for change say the Party has to do so if it is not to lose all its power in the decay resulting from the social and economic stagnation for which the Brezhnev period is now being blamed.

The parallel with the French revolution is almost irresistible. The storming of the Bastille on July 14 1789, was triggered off by the *lettres de cachet*, the secret arrest warrants by which the despotic regime confined political opponents to prison. Concern over people still confined to prison camps and penal colonies is becoming the leading issue of the present Soviet de-Stalinisation campaign. In pre-revolutionary France, the State was identified with its ruler and his word was law. "*L'état c'est moi!*" said Louis XIV and Stalin adorned his courts with posters and banners proclaiming: "Law is what is good for the Party!"

But will the parallel continue? Among the beneficial effects of the French Revolution, which have survived to this day, were the codification of civil and criminal law, the equality of citizens before the law and the independence of the judges. Radical legal reform was necessary to enable the rising bourgeoisie to replace the feudal command economy with a pluralistic, creative market economy. Compared with this, the terror, and the conquest of Europe, proved to be only transient accidents of history. The enlightened monarchs of central Europe achieved as much and more by peaceful means.

Mr Gorbachev is evidently embarking on a radical legal reform – a revolution in fact – intent on achieving his objective without using Stalin's terror against the surviving Stalinists.

His main declared objective in the present phase of the reconstruction is to replace the arbitrary rule of Party officials and all sorts of local cabals with the rule of law. This has the support of the no-longer-so-solid majority, but one cannot expect immediate transformation of the Soviet empire into a model democracy: legislation may be enacted quickly but it will take decades to transform the mentality produced by centuries of despotic rule.

Most of the lawyers from the West who gathered in Moscow earlier this month and met Soviet lawyers at the International Bar Association seminar, took a much too narrow view of the human rights problem, concentrating their attention almost exclusively on the issue of Jewish emigration and noting that no fundamental improvements have taken place on this front.

Though particularly painful when viewed as a continuation of Nazi persecution, the odd and largely irrational Soviet emigration policy is only a

minor symptom of the fundamental problem. If the rule of law existed in the Soviet Union the endemic anti-Semitism could not result in a degree of discrimination and oppression which makes people wish to leave their homeland. The same probably applies to the Armenians and the Volga Germans who emigrate in much greater numbers than the Jews. The reasons given for refusing exit visas are mostly preposterous. The real reason is fear of large scale emigration, not only of oppressed minorities but also of Russians.

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minor symptom of the fundamental problem. If the rule of law existed in the Soviet Union the endemic anti-Semitism could not result in a degree of discrimination and oppression which makes people wish to leave their homeland. The same probably applies to the Armenians and the Volga Germans who emigrate in much greater numbers than the Jews. The reasons given for refusing exit visas are mostly preposterous. The real reason is fear of large scale emigration, not only of oppressed minorities but also of Russians.

The Party Conference will see a contest between those who wish things to remain as they are and those who argue that the Party must concede some of its power to the rule of law. Those for change say the Party has to do so if it is not to lose all its power in the decay resulting from the social and economic stagnation for which the Brezhnev period is now being blamed.

The parallel with the French revolution is almost irresistible. The storming of the Bastille on July 14 1789, was triggered off by the *lettres de cachet*, the secret arrest warrants by which the despotic regime confined political opponents to prison. Concern over people still confined to prison camps and penal colonies is becoming the leading issue of the present Soviet de-Stalinisation campaign. In pre-revolutionary France, the State was identified with its ruler and his word was law. "*L'état c'est moi!*" said Louis XIV and Stalin adorned his courts with posters and banners proclaiming: "Law is what is good for the Party!"

But will the parallel continue? Among the beneficial effects of the French Revolution, which have survived to this day, were the codification of civil and criminal law, the equality of citizens before the law and the independence of the judges. Radical legal reform was necessary to enable the rising bourgeoisie to replace the feudal command economy with a pluralistic, creative market economy. Compared with this, the terror, and the conquest of Europe, proved to be only transient accidents of history. The enlightened monarchs of central Europe achieved as much and more by peaceful means.

Mr Gorbachev is evidently embarking on a radical legal reform – a revolution in fact – intent on achieving his objective without using Stalin's terror against the surviving Stalinists.

His main declared objective in the present phase of the reconstruction is to replace the arbitrary rule of Party officials and all sorts of local cabals with the rule of law. This has the support of the no-longer-so-solid majority, but one cannot expect immediate transformation of the Soviet empire into a model democracy: legislation may be enacted quickly but it will take decades to transform the mentality produced by centuries of despotic rule.

Most of the lawyers from the West who gathered in Moscow earlier this month and met Soviet lawyers at the International Bar Association seminar, took a much too narrow view of the human rights problem, concentrating their attention almost exclusively on the issue of Jewish emigration and noting that no fundamental improvements have taken place on this front.

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micro-economic sphere of foreign trade will be more difficult to achieve. The monopoly of foreign trade, until recently vested in the 25 trading organisations of the Ministry of Foreign Trade, has already been breached by extending the right to trade overseas to certain industrial state enterprises. Some three weeks ago, this access to foreign trade and foreign currency operations, including joint ventures, was extended to co-operatives.

Some 50 joint ventures between western and Soviet enterprises are already being considered under a law passed last year. One major obstacle – the impossibility of transferring profits out of the Soviet Union except by means of hard currency proceeds generated by the venture – has been overcome recently by seven US firms who pooled the hard currency proceeds of their joint ventures. (The problems of detail which remain unsolved are too many to list within the space of this article.)

There are, however, some major problems on which the practical application of the new Soviet business law in the field of foreign economic relations will largely depend. The first of these is presented by the general rule that foreign law may be applied by Soviet courts and arbitrators only in so far as it does not contradict fundamental principles of Soviet law. As disputes over joint ventures and other forms of co-operation may lead to arbitration in the Soviet Union, there will be a need for a better definition of the applicable law.

The second problem is of a practical nature, however limiting the monopoly of foreign trade was in its effect, at least one could rely on the expertise of the 25 state trading organisations of their employees. The new Soviet

entrants to foreign trade will need a long learning period.

The third problem is the lack of any provisions in Soviet law for floating, or other charges on the property and business of debtors, and of any insolvent rules for the protection of creditors. Soviet lawyers seem to think that this is a non-problem, or one which the foreign creditor can solve by taking out insurance in the west. They do not seem to realise that the cost of it may greatly reduce the competitiveness of the joint venture or the price of the western supplier.

Finally, there is the disparity between Soviet domestic prices and world market prices, a disparity which differs from one commodity or product to another. The Soviet state trading organisations can overcome this by debiting their losses to the state budget, although they are required to apply to the rate of exchange different coefficients, according to the category of goods imported or exported. If a great number of other state enterprises and co-operatives is to be allowed to trade abroad, these secret exchange rate coefficients would have to be transformed into a publicly-operated multiple rate of exchange, on the model of that which Germany operated in the 1950s, possibly combined with auctions of foreign exchange required by the private and co-operative sector.

The real solution, however, not only to the foreign trade problems but also to the greater problems of integrating the Soviet economy with the world economy, can be achieved only by a convertible rouble. A gradual transition to this may take 20 years. That is probably also the time-scale within which the other aspects of the reform, courageously attempted by Mr Gorbachev and his associates, ought to be judged.

## OBSERVER



"... And Sammy the Summitt said everything in the garden's lovely."

Elliott's new role

■ Mark Elliott, who took up his post yesterday as British Ambassador to Tel Aviv, has a background in the Falls and Shankill Roads of Belfast. He was recently an Assistant Under-Secretary in the Northern Ireland Office, though he is a Japan expert.

Elliott replaces Bill Squire, an Oxford man who has retired to raise funds for Cambridge Uni-

versity. The profession has changed over the years, he says. "We are no longer grey dull men counting numbers, but are much more active in companies' affairs." According to Scilicula, around 10 per cent of all graduates from English universities now go into accountancy.

The London Society has about 20,000 members, about one quarter of the national membership. But new chartered accountants to chartered accountants, he says, is £10,000 for the Great Ormond Street Hospital, a bigger sum than usual. He is also initiating an accountants' hall.

By coincidence, of course, Scilicula went to the same school – Berkhamsted – as two of the country's most famous accountants: Sir Kenneth Cork of Cork Gully and Professor Bryan Car-

Next year is the 400th anniversary of his invention, which has not escaped the textile industry. A William Lee Committee, set up to organise celebrations, has succeeded where Lee failed and gained the patronage of the Princess Royal who, as her portrait in the summer exhibition at the Royal Academy reminded us, is also the president of the British Knitting and Clothing Export council.

Committee secretary and senior lecturer in textile technology at Trent Polytechnic, David Elson, calls Lee "the father of industrial manufacturing". He said: "There is only William Caxton to pre-date him and a printing press is small beer in comparison to a stocking frame."

### Rich enough

■ The striking thing about attitudes to the north-south divide is that communities in respective regions confess to a sympathy for the unfortunate living in the other.

Southerners pity the poor northerners with all their unemployment and northerners feel sorry for the poor southerners who earn so much but cannot afford to save.

Northerners do not appreciate

**INTERNATIONAL BUSINESS MACHINES** the world's largest computer maker, will tomorrow announce a new mid-sized computer family which could be the company's most important launch in a decade.

Indeed, it may well be the most significant new range from any manufacturer since 1964, when IBM set the pattern for the future development of the entire computer business with the launch of a family of mainframes called System/360, the design of which rapidly became an unchallenged industry standard. Tomorrow, IBM will try to repeat history, this time with a medium-sized range of computers it has been developing over the past two years under the code name "Silverlake", a reference to a park in the city of Rochester, Minnesota, where it was designed.

IBM is the dominant manufacturer in the computer business but that dominance, virtually unparalleled by any company in any industry, is today seriously threatened by competitors in each of IBM's principal product areas, mainframe, mid-range and personal computers. To meet that threat, and to respond to a slide in profits which started in 1985 and is only now showing signs of reversal, the company is in the throes of massive organisational change. Some 21,000 of its staff have been transferred from administrative duties to line positions (typically sales jobs) in the past two years, and its workforce has been slimmed down by 16,000 to 385,000.

Silverlake is part of this process of competitive response. It is intended as a devastating salvo to open IBM's counter-attack in the important market for mid-range machines. Its development and launch must be the worst kept secret in the recent history of the computer industry. IBM is notoriously economical with information about its upcoming product launches, but, for Silverlake, a string of leaks and off-the-record briefings has ensured that there is little except fine detail about the machines that is not already known.

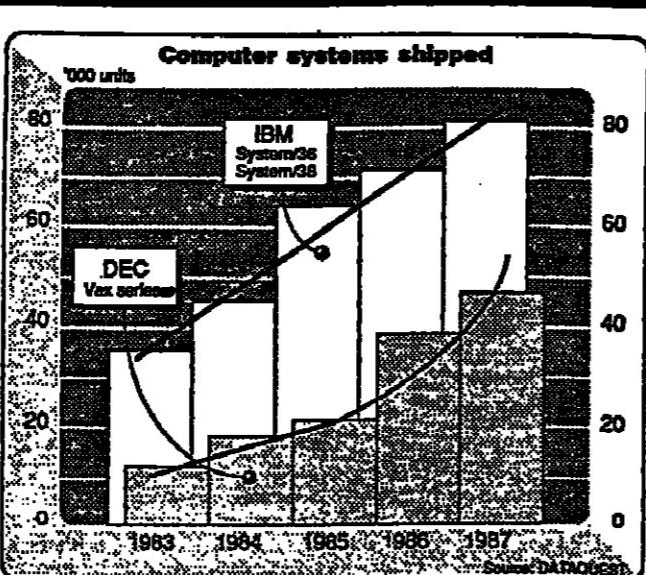
The reason? The most plausible explanation is that IBM has been quietly reassuring the marketplace and its own customers that it has been addressing itself seriously to criticisms of its mid-range strategy and, indeed, the suitability of its present range of computers for today's data processing requirements.

It is, without question, the most successful manufacturer of small to medium-sized computers with some 275,000 machines installed worldwide. But its present offerings, called System/36 and System/38, are long in the tooth and are now too limited for many customers.

Users of the System/36 – IBM's best selling small computer with some 200,000 installed – complain that the machine is no longer



Kenneth Olsen, DEC Chairman



John Akers, IBM Chairman

## IBM goes into battle to regain the middle ground

Alan Cane and Louise Kehoe on a watershed in the computer industry

ger powerful enough, that it has too little semiconductor memory and that there are limitations on the amount of magnetic disk storage. They have been looking for something better for a long time and making their frustration known with their cheque books.

IBM's share of the mid-range market has, in consequence, been slipping. Its share of worldwide mid-range computer shipments by US-based companies fell from 27.2 per cent in 1984 to 23.6 per cent in 1987. Each percentage point represents nearly \$300m in annual sales.

It has been losing sales principally to Digital Equipment Corporation (DEC) of the US. In the same period, DEC's share of mid-range shipments rose from 15.2 per cent to 18.9 per cent, according to International Data Corporation of Framingham, Massachusetts.

With Silverlake – the family will be known formally if less picturesquely as the AS/200 and AS/400 series – IBM is giving notice that it intends aggressively to regain and defend this middle ground.

Of course, to picture the mid-range battle as a two-horse race involving only IBM and DEC is an oversimplification. Other mainframe manufacturers like Unisys, NCR, Honeywell and ICL have legitimate claims on this market, and large companies planning to decentralise

dors like Hewlett Packard, Nixdorf and Wang and supermicrocomputer companies like Sun Microsystems and Apollo Computer.

But compared with IBM and DEC, their global influence is small, although some have established market niches either in particular geographic areas (Nixdorf in West Germany, for example) or industry sectors (NCR or Olivetti in financial services) or both (Wang, for instance, has a powerful presence in the UK legal business). Companies like Unisys are pinning their hopes on a worldwide move to common, or open, standards in the industry which they believe, will improve their chances of competing with IBM.

Better performance in the mid-range sector is critically important to IBM. The market is growing at about 10 per cent a year worldwide, significantly faster than IBM's area of chief strength, mainframes, where growth is only 6 per cent. It should therefore be a potent source of revenue to a company like IBM which, until 1985 at least, had been accustomed to growing at 15 per cent or so a year.

It is also a significant market, strategically, comprising first-time users of computer systems, small businesses looking for systems that will keep pace with their growth, and large companies planning to decentralise

their computer operations. According to IBM's own estimates, there are some 45m small companies around the world ready to take their first step into computing. In the US alone, in new companies start up each year needing computer hardware and software.

Mr Alan Baumgartner, an analyst with the marketing consultancy Dataquest says that Silverlake and competitive machines from other manufacturers are the first shots in a battle to develop a new "mid-frame" departmental computer market. He says: "This market is just beginning to emerge, with a few large corporations installing departmental machines of this kind. It is a market that will evolve over the next 10 to 15 years."

The significance of Silverlake, however, goes well beyond the "battle for the mid-range". It will be the most convincing evidence yet of IBM's commitment to creating a line of computer systems – ranging in size from single user personal computers to mainframes able to service 3,000 terminals simultaneously – that will all run the same software, look the same to a user and interconnect easily with one another.

DEC's Vax computer range already features these attributes; industry observers see this as the principal reason for the company's recent success.

Why should IBM, with worldwide revenues in excess of \$35bn and a research and development budget of about \$5bn, find itself apparently out-paced and out-thought by smaller rivals?

IBM's problem stems in part, from the fact that it has already fought and won this battle once. Now, however, it must do so all over again.

The System/360 announcement in 1964 was a revelation: a single range of computers running common software. At a stroke, IBM rationalised its costs of design, production, engineering, maintenance and programming.

Furthermore, when a customer outgrew one member of the range (and customers always outgrow their computer power) the next model up could be installed. And as each system used the same software, the change had minimal effect on the customer.

A survey by PaineWebber, the New York stockbroker, suggests that there is considerable pent-up demand for Silverlake, and that IBM could take 20,000 orders for the new machine in the US on the first day alone.

Industry specialists who have examined Silverlake profess to be impressed; Silverlake is "a real Vaxkiller," they say, and DEC will have its work cut out to meet the challenge. To date, DEC's response will be seen when it unveils its own latest contender in the mid-range stakes. In the long run, both companies run the risk of losing market share to the new breed of supermicrocomputers. In the medium term, however, the market is big enough, and growing fast enough, to allow IBM and DEC plenty of scope for their rivalry.

Such a proliferation is a customer's nightmare. For example, a small business using a System/36 for accounting, payrolls and so on, will need greater computing power as it grows. Where does it go after it has exhausted the top end of the System/36 range? To the System/38? That would mean converting every piece of applications software – with the prospect of having to do it all again in a few years when the power of the System/38 was exhausted. To a mainframe? Again, a rewrite would be necessary, plus the establishment of a data processing department to support the new system.

Meanwhile DEC users move

from one Vax to the next most powerful, taking their software with them.

IBM has already made two moves to solve its mid-range problems. First, it launched a small "midframe" designed to bring the benefits of mainframe computing to the departmental level. Second, it announced a new Systems Application Architecture (SAA), a collection of software interfaces, conventions and protocols designed eventually to allow all the disparate IBM computer designs to present a common face to users.

Silverlake is intended to end

the middle in the mid-range and embody the spirit of SAA. Initially the range will comprise half a dozen machines capable of supporting from 10 to 500 users, bridging the gap between powerful personal computers and small mainframes. Within 12 months a new top-end machine is expected, capable of supporting 1,000 users.

Users of System/36 and System/38 will be able to run their software on the new machines. A substantial improvement in price/performance is expected over the existing midrange machines. While the design of Silverlake will be different either from IBM's mainframes or its personal computers, Systems Applications Architecture should, in time, ensure that IBM's customers see all its systems as a seamless whole.

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THE NATIONALITY of companies is becoming increasingly irrelevant, according to Mr Kenneth Clarke, Britain's Industry Minister. To argue about the nationality of a company is "chauvinistic nonsense."

To investors and consumers, perhaps. But not necessarily to employees and society at large, and therefore not (one would hope) to governments.

Mr Clarke's dictum may have been laid down in the heat of a parliamentary debate about the British Government's refusal to refer the bid for the Rowntree confectionery group by Nestlé of Switzerland to the Monopolies and Mergers Commission. But it reflects a growing body of opinion in the Government.

This line is inconsistent with the recent official objections to an increased Kuwaiti stake in BP, and the Government's conveniently forgotten antipathy towards Ford's buying Austin Rover just two years ago. But it will presumably also be applied to the possible dismemberment by Swiss or American acquirers of Cadbury-Schweppes, and to the further foreign acquisitions of other famous brand-name companies which will probably follow.

The trouble with Mr Clarke's line is that it ignores one fundamental factor in multinational investment: the so-called "headquarters effect". Put simply, multinationals tend to locate the activities which create the greatest added value, and which give them the greatest competitive edge, as close as possible to their headquarters.

Such activities – notably research, design, development, product planning, leading-edge production and, of course, central decision-making of various kinds – require the greatest skill-intensity, and are the least prone to sudden cuts. They are therefore the most beneficial to local employees and to surrounding society, in terms of everything from retail spending power to the stimulation of higher education through the demand for graduate employees and research.

At the other extreme, "screwdriver plants" assembling foreign designs contribute little more than low-skill, low-paid jobs to the economy. European companies acquiring in America can seldom afford to make this mistake. The relative size of the US offset to the parent company and the very different character of the US market requires a high degree of skill intensity and decision-making to be concentrated locally. But for Swiss companies acquiring in near-by Britain, and for centralisation-minded US predators plunging into Europe, such constraints may not apply.

The quality of multinational investment varies from case to case, in other words. Rowntree's size and the discrete character of its product line give it some protection against having key activities transferred to Switzerland. But Cadbury could be another matter: in both chocolate and soft drinks, its products are less distinct from those of potential predators. Foreign ownership may alter far more to it than to Rowntree. As events will demonstrate, the nationality of a company may be irrelevant in one case but vital in another.

## Aid funds used to help exports

From Mr Tony German

Sir, Adrian Hewitt has pointed out (FT June 14) that in 1986 Japanese aid was greater than UK aid as a percentage of gross national product (GNP).

He might also have pointed out that, in the case of another important aid indicator (noted by Ian Rodger, June 10), the proportion of aid which is tied, the UK's performance is worse than Japan's. In its 1987 report the Organisation for Economic Co-operation and Development (OECD) noted the "relatively high proportion of British aid tied to procurement in Britain" and expressed its "concern at the increasing resort to the use of aid budget funds for export-related financing".

Other OECD qualitative indicators – aid to least developed countries, local cost financing, grant element of the Overseas Development Agency (ODA) – show Britain's aid to be generally better than Japan's, but surely, with an aid programme now one-quarter the size of Japan's in cash terms, we have little room to be critical.

How can the Government sustain the argument that the decline of British aid to 0.28 per cent of GNP reflects the strong growth in the UK economy, when Japan is managing substantially to increase its aid, also against a background of economic growth?

Tony German,  
Public Policy Unit, ActionAid,  
Archway House,  
Archway, N19

If intended for publication, letters to the Editor should include, where possible, a daytime telephone number.

## Letters to the Editor

### Oil and gas volumes are different

From Professor Alex Kemp

Sir, The Finance Bill has produced a debate about the fiscal regime applied to the North Sea southern gas fields, and in particular to the appropriate size of the volume allowance for Petroleum Revenue Tax (PRT).

The Government amendment at Committee stage (June 15) to the original budget proposals reflects the problems of establishing an appropriate value in an environment of uncertain gas prices and field sizes.

Part of the problem reflects the fact that the volume allowance for PRT is an imperfect device originally designed with oil fields in mind. Applying the same device to gas fields is liable to produce additional problems because of differences in the operating circumstances between oil and gas projects.

Thus gas contracts with British Gas generally incorporate a large

seasonal variation in the yearly allowance. PRT with the associated volume allowance is calculated half yearly. The allowance is not automatically increased between six-month periods.

This produces a result under the post-budget situation whereby the tax take can be up to two percentage points higher over two six-month periods than it is on a unit yearly basis.

This is arguably anomalous, and against the spirit of the 1975 Oil Taxation Act. A simple technical amendment could produce a more equitable system whereby the volume allowance could be spread over a 12-month period at the investor's discretion. The yearly limit would continue to be enforced to maintain the spirit of the 1975 Act.

Alex G. Kemp,  
Department of Economics,  
University of Aberdeen,  
Scotland

### The City's special atmosphere

From Miss Saskia Spender

Sir, If Mark Giromini's view of the proposed mansion house site development is from an ivory tower (Letters, June 8), mine is through the eyes of a student recently moved to London from Italy.

The building Mr Giromini proposes is impressive, and harmonious in itself, but its scale is terrifying. It is planned to replace something which is already beau-

tiful with something inhuman and wholly out of place. I find Mr Giromini's proposal as outdated as the Miles cabinet.

Already Bolso House cuts the Cornhill view of St Paul's Cathedral, and clashes unfavourably with its environment. This new building would join it in ruining the City's special atmosphere.

Saskia Spender,  
Windmill Hill House,  
Windmill Hill, NW3

### Pollution and tree health

From Professor K. Mellany

Sir, John Hunt's article (June 15) and his account of the report of the House of Commons Environmental Committee in which the Forestry Commission is criticised for not accepting "a nexus between air pollution and tree damage" is seriously misleading.

This committee has investigated this subject, and is involved in studies of air pollution and acid rain. The Forestry Commission has the advantage of carrying out its own research and also of the advice of its staff, constantly observing trees throughout the country.

Most scientists knowledgeable in this field agree with the Forestry Commission: we still need to know much more about the normal situation in our woodlands, and about the effects of various factors, including pollution, on the health of our trees, before we can lay down the law about pollution and tree health.

K. Mellany,  
The Watt Committee on Energy,  
Savoy Hill House,  
Savoy Hill, WC2

### But where are the snows of yesteryear?

From Mr L.G. Hunt

Sir, Today (June 14) I bought an orange wristwatch. In the 1950s a Snafit cost a penny (240 ices to the £). Its descendant, admittedly in more sophisticated packaging, cost me 33p (three ices to the £); an 80-fold increase.

Is this a record?

L.G. Hunt,  
Bishopgate,  
Beaconsfield, Warwickshire

and "keep up the good work" to your employees.

Or it can serve as a gentle reminder to your customers. Even as a gesture of appreciation to your suppliers.

Whatever your reason for giving, a Cross pen is certainly a most memorable gift.

After all, it is unquestionably one of the world's finest writing instruments.

To make a single Cross pen

# FINANCIAL TIMES

Monday June 20 1988

Janet Bush  
on Wall Street

## Weaving a future for baskets

A SHOCK of the magnitude of the October crash might have been expected to throw the financial markets' gears of innovation slamming into reverse. The truth is likely to be the opposite.

Two overridingly important trends before the October crisis remain very much in place. One is the use of computerised trading strategies, which continue to be a cheap and efficient tool, very much in demand by institutions.

The other is the institutionalisation of the financial markets. This, too, does not appear to have been dented by the stockmarket collapse, for all the talk of the primacy of the individual investor. A key component of the increasing domination of professional and institutional trading is the popularity of portfolio, or basket trading, an issue which will receive a great deal of attention over coming months.

The shock of the crash may have prompted talk of re-regulation, cutting back and getting back to basics, but the philosophy of free markets cannot so easily be reversed.

It seems likely that, over the coming months, a number of new futures contracts will emerge and, later, some scheme will be thrashed out enabling institutions to trade baskets more efficiently.

Mr Leo Melamed, chairman of the Chicago Mercantile Exchange, which has been at the forefront of innovations in financial instruments, believes that October 19 proved a very important point. "The world found out what the futures markets already knew - that institutions need a basket-type product. These are our customers. That is our goal."

The Merc is currently studying, in conjunction with stock exchanges including the New York Stock Exchange, the development of new products which would allow institutions to trade whole portfolios. It is by no means clear how various ideas tickling around now will be translated into actual products.

The NYSE, according to Mr John Phelan, its chairman, is currently engaged in intensive discussions about the feasibility of setting up a specialist post on the floor to trade whole portfolios.

Under the current system, portfolio trades go into the exchange's electronic systems and are then broken down into individual stock orders which is obviously more time-consuming and less efficient.

One of the big conceptual problems is how the price of portfolios can efficiently be translated into the pricing of individual stocks. As Mr Phelan comments: "I don't know how it will work but there will have to be arbitrage of some kind."

Mr Melamed gives a hint of current thinking. Discussions currently centre on a "certified" system. A holder of a basket of stocks would be given a certificate entitling him to, at some stage, buy the individual stocks in that basket.

The question is whether that certificate should entitle the holder to "cash out" or buy in those stocks at, say, intervals of three months or at any time. Thinking on these points is still at an early stage.

The idea of having a specialist to trade on the floor of the NYSE is but one thrust of the trend towards better trading of baskets.

Already, the Philadelphia stock exchange has come up with a CFT-Cash Index Participation contract - which is a hybrid between a futures contract and a security, allowing individuals exposure to a broad range of stocks at a relatively low price.

Mr Melamed believes the development of basket trading is inevitable. He also believes that individual investors will have to learn to live with even more domination by professionals.

The Merc is looking forward to an active future. Not only does it want to introduce a contract on the Nikkei 225 and one on Morgan Stanley's Europe, Far East and Australia (EFA) index, but it is thinking about more direct and greater institutional participation in the pit in Chicago.

Again, the idea is at an early stage. Mr Melamed said the Merc was going to codify a system in which institutions would be invited to place their representatives in the futures pit to cross very large orders through the open outcry system.

"We haven't worked out the finer points, this is a bit of a prediction, but we are going to invite institutions to use our market in this way and we suspect we are going to get a lot of new business," he said.

The biggest challenge for the Merc, he says, is competition from other futures exchanges overseas who have been convinced of the usefulness of futures, index arbitrage and portfolio trading. None of it has gone away.

John Elliott in New Delhi reports on the implications of the Allahabad by-election result

## Singh dents the Gandhi armour

MR RAJIV GANDHI, India's prime minister, faces a hard task ensuring that his Congress (I) Party is returned to power in a general election due by the end of next year, following a by-election victory by Mr Vishwanath Pratap Singh, his former finance and defence minister.

The by-election result, announced on Saturday at Allahabad in northern India, formally establishes Mr Singh as one of the country's most significant opposition leaders who could go on to develop a national image and appeal.

In India's 40 years of independence, opposition leaders have failed to challenge the national appeal of the Gandhi family and Congress (I).

It is too early to predict defeat next year for Mr Gandhi. He has been showing increasing signs of confidence and authority recently and is emerging from the series of crises which hit him a year ago, including allegations of corruption.

Opposition leaders are pursuing the allegations, which, however, are causing Mr Gandhi far fewer problems than they were a year ago.

Despite a continuing series of by-election defeats, there has been scarcely a dent in the massive 75-2 Lok Sabha (lower house) majority with which Mr Gandhi was swept to power in 1984 after the assassination of his mother, Mrs Indira Gandhi.

There are also no signs of other Congress (I) leaders conspiring to unseat him, as during last year's crises.

In the next few weeks the course of a far more significant factor which will influence next year's election will emerge. This is the south-west monsoon which



Going places: Singh rides pillion on the campaign trail

carries the promise of good rains, rich harvests, fast economic growth, and a more contented electorate.

The monsoon is moving up through south and central India on schedule. It is still too early to be sure that it will not falter before it reaches the grain lands of the north, but it is bringing the prospect of good news for Mr Gandhi.

However, the defeat in Allahabad is serious. The city is part of a Gandhi family and Congress Party stronghold in the state of Uttar Pradesh. This is the centre

of what is called India's Hindu heartland and the base of Congress (I) political power. Mr Gandhi cannot afford to do badly here in a general election.

Mr Singh also has strong links in the area. He comes from a minor former ruling family of the Rajput caste, and has been the state's respected chief minister and Congress (I) boss. So he is well-placed to cause problems for Mr Gandhi.

The Allahabad result and mixed results over the weekend in six other parliamentary by-elections and 11 regional assem-

bly contests, also show that India's splintered and fractious opposition can do well when it unites to fight Congress (I).

Mr Singh provided the catalyst for that unity in Allahabad, and now needs to spread it across the country.

Mr Singh resigned as defence minister just over a year ago. He emerged as an opposition leader, founding the Jan Morcha (People's Front) which other opposition leaders see as an possible their best path to power.

He has spoken continuously around the country against corruption, has taken over Mr Gandhi's 'Mr Clean' image, and has advocated economic policies directed towards agricultural development and people in rural areas rather than the growing urban middle classes who have done well under Mr Gandhi.

His success in a general election may well depend on how successful he has been in persuading the great mass of India's 800 million people who live in rural villages that allegations of corruption can indeed stick.

The Allahabad seat became vacant when Mr Amitabh Bachchan, a famous film star and one of Mr Gandhi's closest friends, resigned last year.

Mr Singh, who lost his seat in the Rajya Sabha (upper house), last year, put his name down for Allahabad, assuming Mr Bachchan would stand again.

A Singh-Bachchan contest would have been a gladiatorial duel which would have been seen as a direct vote for or against Mr Gandhi.

That risk was sidestepped when Congress (I) put up Mr Sunil Shastri, son of a former prime minister. His defeat was far less serious; he won only 33,000 votes.

## Sony in European TV drive

BY TERRY DODSWORTH, INDUSTRIAL EDITOR, IN LONDON

SONY, the Japanese consumer electronics group, expects to be able to supply virtually all of its European television sales from production plants in the region early next year.

The company is aiming to achieve European self-sufficiency in colour televisions as part of its strategy of increasing production and overseas research to match the strength of its foreign sales.

Sony's turnover outside Japan is running at about 70 per cent of total sales. Mr Akio Morita, Sony's chairman, said on a visit to the UK at the weekend that he believes the company should now respond to its strong multination character by placing more emphasis on local activities and management.

Mr Morita, who was in Britain to celebrate the 15th anniversary of Sony's manufacturing plant at Bridgend in South Wales, said

manufacturing plants in Europe making a variety of audio and video products.

This had been achieved, he added, through a long-term process of expanding the company's own production facilities in the region and working closely with suppliers to develop components of the right quality.

Mr Morita also attacked recent European anti-dumping action against Japanese "screwdriver" plants - facilities which assemble products from components largely supplied from Japan.

Sony's experience had shown that it took time and patience to establish relationships with overseas suppliers and many Japanese operations in the region had not had time to develop these activities, he said.

Sony, one of the earliest Japanese investors in overseas production facilities, has eight man-

ufacturing plants in Europe making a variety of audio and video products.

At Bridgend will rise this year when a £20m extension to the present factory comes on line. This will push up its European capacity, including other facilities in West Germany and Spain, to almost 1m - the number of its sales in the region.

Further investment in European television production is also under consideration.

While many television manufacturers are losing money in Europe because of aggressive price-cutting over the last year, Sony claims still to be profitable.

## UN may withhold up to \$2bn in Afghan aid

Continued from Page 1

and the governments of Iran and Pakistan.

Estimates for the amount of aid needed vary but are generally about \$1.5bn over three years plus \$500m to ease the return of the refugees from Pakistan and Iran. Some estimates go as high as \$3bn.

While many television manufacturers are losing money in Europe because of aggressive price-cutting over the last year, Sony claims still to be profitable.

Mr Haq's argument, supported by Sweden among other countries, is that the aid cash should not be paid to the Soviets' puppet regime and should be held, perhaps in escrow, until the Afghan people have determined their own political leadership. The ability of the existing regime to distribute such large amounts of cash would have helped it gain rural support and to claim its programme of "national reconciliation" was working and supported by the international community.

The South African embassy is investigating whether it has any legal means of fighting the West German decision, on the ground that it infringes free international circulation of scientific literature.

"They cannot just turn away from a bona fide scientist," one South African diplomat said.

According to the Fraunhofer institute, the conference - the most important of its kind on the international scientific circuit - had been attended before by representatives from South Africa, China and the Soviet Government.

This was the first time political factors had prompted the banning of particular country, the institute said.

ing and defence industries. They had been scheduled to give a presentation, on the fringes of the meeting, concerning the company's products. The other four were due to attend as observers.

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ditions warranted it.

Few observers believe the military are preparing to step in again, but most agree the Government must bring about a visible improvement in living standards by the autumn if it is to avoid serious unrest and perhaps a rash of isolated outbreaks of violence.

President Erven stoked fears last spring of another military intervention when he said martial law would be restored if con-

ditions warranted it.

Few observers believe the military are preparing to step in again, but most agree the Government must bring about a visible improvement in living standards by the autumn if it is to avoid serious unrest and perhaps a rash of isolated outbreaks of violence.

The Bonn Government said it was also planning increased assistance and was considering write-offs involving DM2.2bn (\$1.25bn) owed to West Germany by 13 of the poorest nations.

Mr Nigel Lawson, Britain's Chancellor of the Exchequer, who first proposed a package of measures to help sub-Saharan

## THE LEX COLUMN

## A call for brand new accounts

One of the prickliest issues raised by the Rowntree affair is how to account for brand names in a company's books. The prices being offered for Rowntree seem to imply that Kit Kat, Smarties and the rest are worth three times the group's tangible assets, and yet find no place in the balance sheet at all. For the outside user of published accounts, can this really be a true and fair view?

It can be argued that a balance sheet is there not to show value, but to record the effect of transactions. Certainly, if the market for Rowntree's value wrong, it was not because it did not know the brands existed, but because it underestimated the earnings stream which they could produce. But the principle is not absolute; if, for instance, the balance sheet gives a significantly wrong figure for the value of land and buildings, directors are legally obliged to say so. More generally, common sense suggests that directors should give a best estimate of the resources at their disposal, so that shareholders can judge how effectively they are being deployed.

Though few big-brand companies would disagree with that, the problem is one of establishing values in practice. Reckitt & Colman and Reed International both put brands on their balance sheets (publishing titles, in Reed's case), but only for brands which have been acquired and thus had a value put on them at the time. The rules then say that brands should be depreciated over their useful lives; both companies avoid that tricky and subjective question by capitalising only those brands which can be claimed to have indefinite life, and thus need not be depreciated at all.

What is really needed, though,

is a means of valuing brands which have been developed - not acquired - on the basis of cash flow, notional royalties or whatever. After all, if the trend to global or pan-European brands continues, what wealth members of the Flick family went as far as suggesting a price of DM250 per share by intangibles seems bound to increase. However, those companies which complain about their undervaluation under the present system should reflect that such a change would bring its pressures as well.

Output at Bridgend will rise

this year when a £20m extension to the present factory comes on line. This will push up its European capacity, including other facilities in West Germany and Spain, to almost 1m - the number of its sales in the region.

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A freeze of aid funds is therefore likely to be vigorously opposed by President Najibullah's chief supporters, the Soviet Government.

However, the UN may go as far in supporting Mr Haq and the field commanders as arranging a formal meeting with Mr Perez de Cuellar. Mr Haq made a condition of his visit that he should not meet Mr Diego Cordovez, the UN negotiator who negotiated the withdrawal accords signed in Geneva in April. The negotiations were between Pakistan and President Najibullah's government and the US and the Soviet Union as guarantors. The Afghan resistance was not included in the talks and opposed any accords to which it was not party.

Mr Cordovez, whose relationship with Mr Perez de Cuellar deteriorated during the Geneva negotiations, is leaving the UN to return to Ecuador as foreign minister although he is expected to make one further visit to Pakistan and Afghanistan shortly.

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However

**KIER**  
CHANGING THE FACE OF BUILDING  
A MEMBER OF THE BEAZER GROUP

## SECTION II - COMPANIES AND MARKETS

# FINANCIAL TIMES

Monday June 20 1988

**TRAVIS & ARNOLD**  
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### INTERNATIONAL BONDS

## Suffering an overdose of euphoria and gloom

A WEEK may be a long time in politics but it can seem interminable in the Eurobond market, as many syndicate managers and dealers discovered to their cost last week.

The market which started the week, if not with a bang, then on a decidedly upbeat note, ended with a whimper as prices in most sectors shed gains posted in the earlier part of the week. Several traders left for the weekend fearing substantial losses and few were optimistic that the meeting of the Group of Seven industrialised nations in Toronto would come up with a stirring communiqué to give the market some clearer direction.

However, it was not their first experience of the roller coaster market, largely propelled, as usual, by US trade statistics, and by Friday night there was a discernible feeling that both the euphoria and the gloom had been somewhat overdone. Many even voiced the hope that with a rise

in rates now already discounted by the West German, Japanese and, to a lesser extent, UK markets, this week could see a limited technical improvement in prices.

This time last week, several voices were proclaiming the renaissance of the Eurodollar bond sector as the strength of a US Treasury bond rally lured back a clutch of prestigious borrowers.

The success of two 10-year dollar straights launched on Monday - Belgium via Credit Suisse First Boston and SNCF via Banque Paribas Capital Markets - seemed to vindicate these prophecies.

On Tuesday, the markets advanced further when the US seasonally adjusted trade deficit for April came in below \$10bn and well below expectations. A host of US corporate issuers leapt on the borrowing bandwagon and the Canadian dollar sector also saw a crop of new issues.

Then on Thursday, the market was hit repeatedly by a battering

of economic news and data which re-ignited fears of growing inflationary pressures and rising global interest rates. "The market was torpedoed and there was hardly any time to man the life-boats," said one syndicate manager at a leading European house. The reversal was swift and several dealers were left with plenty of expensive-looking paper on their books.

By the time the tide turned, the week's first deals had been more or less fully placed and were barely affected. The Belgium deal held up steadily. Two of Credit Suisse First Boston's other dollar deals also performed decently given the poor tone of the market. However, the issues for Coca-Cola subsidiary Coke Enterprises and Campbell Soup, were for borrowers which traditionally sell on any terms to investors who are more concerned with adding the names to their portfolios than on the relative merits of price.

The Canadian dollar market, which saw an unusually high amount of C\$885m in new paper

last week was also depressed by the softer tone to the Eurodollar sector. The fate of last week's five issues reflected a trend seen in other sectors of the market with the better-rated credits holding up well while issues for corporate and financial borrowers suffered somewhat.

Two issues for Canadian provinces, Saskatchewan via Wood Gundy and Alberta via Banque Paribas Capital Markets, saw reasonable demand following its early launch but when the US Treasury market opened sharply lower, the deal fell to trade well outside its fees.

A similar fate was met by a five-year bond at 9 per cent and 100% for Hartford Finance, a vehicle for Aetna Casualty & Surety which guaranteed the deal through Samuel Montagu, was hard hit. It saw good demand in the light of the market slump. Although there was some surprise in the market at the choice of Banque Paribas to lead the jumbo issue for Alberta - at C\$500m, the largest deal ever in the sector - the issue was generally well-received and expected to see good demand as a highly liquid issue coming from a reliable borrower. Demand from Europe was said to be steady, although the terms were apparently a little too tight for Canadian investors.

**Dominique Jackson**

### Delamuraz enters row over Swiss share law

By John Wicks in Zurich

MR JEAN-PASCAL Delamuraz, Switzerland's Minister for Economic Affairs, has added his voice to the swelling criticism of limitations by Swiss companies on the ownership of their registered shares.

In the past few months an increasing number of companies have amended their articles of association in respect of share registration, in most cases to ward off unfriendly takeover attempts.

The measures have come under fire from abroad, not least in connection with Swiss moves to acquire foreign companies. In Switzerland itself, some of the transactions have been attacked as arbitrary and contrary to the principles of free stock market trading.

Addressing the Association of Foreign Banks in Switzerland in Berne, Mr Delamuraz said that "the recent introduction of restrictions on the negotiability of certain listed equities, particularly registered shares, was not of a nature to project a favourable image of Switzerland as a financial centre."

He added that the idea of reciprocity was an important one.

Further criticism came from Mr Jean-Pierre Cuoni, head of Citibank's Swiss operation and the association's chairman. He expressed concern at the "insulation of Swiss joint-stock companies, the fact that in some cases management had set itself up in the role of a proprietor and the simultaneous depriving of shareholders of their powers.

"Nobody should be surprised if foreign investors, who in good times have accounted for some 60 per cent of trading volume on Swiss stock markets, become less interested in Swiss shares. The doldrums of the past months on Swiss markets could be a pointer."

**Stephen Fidler**

## Dutch financial markets to get new watchdog

BY LAURA RAUN IN AMSTERDAM

SUPERVISION over Dutch financial markets will be shifted to an independent body with wide powers of self regulation and away from the Finance Ministry under a new bill.

Disclosure rules for securities, a permit system for financial professionals and information-exchange with foreign authorities are also covered in the bill. The Dutch generally are willing to provide information in an attempt to combat international securities fraud but that responsibility is underscored in the bill.

This is in sharp contrast to some other European countries which have frustrated US efforts to trace cross-border insider trading by withholding information.

A separate bill to outlaw insider trading in the Netherlands is currently pending in parliament. MPs are seeking to put more teeth in it by making insider trading a crime regardless of whether profits are made.

### Ankara mandate soon

BY JIM BODGENER IN ANKARA

Burnham Lambert and Shearson Lehmann.

Turkey's total military debt to the US totals \$2bn and most is at interest rates of between 14 and 18 per cent.

Turkey is one of several favoured military debtors selected for the novel interest rate scheme by the US.

The Israeli Government has already decided in principle to convert some \$5bn of converted military debt into bonds, and a mandate is imminent for another scheme for Tunisian debts.

Of the nine consortiums bidding for the Turkish debt, one is formed from Bankers Trust, Lazard Frères and Salomon Brothers, and others are led by Citicorp, Merrill Lynch, Drexel

Week to June 16, 1988 Source: Allard

### EUROCREDITS

## UK home loans market begins to meet resistance

THE RAPIDLY expanding market in UK home loans is attracting many bankers in the syndicated loans market, yet financings to support mortgage lenders are meeting resistance.

For most would-be mortgage lenders it is cheaper and quicker to visit the syndicated loans market than the alternative of negotiating mortgages. But it seems that despite the appeal of such business to many bankers, bank credit committees are often hard to persuade to expand in-house limits on such financings.

There is thus a perception that the market might be overcrowded with these facilities; after all, there is a relatively limited group of interested banks. This is despite the wide variations in their structure, their undoubted credit quality - loan loss experi-

ence on British mortgages has been negligible, although it is increasing - and the rich returns compared with equivalent corporate lending.

Higher returns have been needed to tempt in banks, and if they move still higher then securitised financings may begin to look more attractive.

County NatWest has been mandated for the latest of such financings by Equity & Law Home Loans. The £150m, seven-year facility is fully underwritten by National Westminster Bank, Société Générale and the Sumitomo Bank.

It carries a margin of 35 basis points over London Interbank offered rates and a commitment fee of 10 basis points. The facility revolves for four years and is extendible after that, subject to a 2 basis point fee.

Bankers say they detect a slow

down in corporate demand for bank financing, although this may be partly due to the approach of the traditionally quiet summer in the market. But a significant number of deals is still being done with US borrowers, some of which do not see the international market.

First Chicago has recently raised several large financings, for instance. These include a \$1.5bn three-year transaction for Baxter Travenol, a \$150m deal for Zayre Corporation and a \$250m package for Heller Financial.

Credit Suisse First Boston's \$400m financing for First Interstate was raised to \$500m before the signing last week, making it the largest internationally syndicated credit for a US bank holding company.

In the UK, Barclays de Zoete Wedd and Midland Montagu are raising £200m through a multiple

facility for BICC, the construction, cables and systems concern. It will have a five-year maturity and £100m will be committed. It includes a \$50m swing line to back up an existing US commercial paper programme. Terms are not yet disclosed.

Montagu is also raising £100m over five years for Abaco Investments, a subsidiary of British and Commonwealth Holdings.

Manufacturers Hanover raised a facility for Wagon Finance from \$50m to \$75m.

Bankers Trust International, Indosuez, the Mitsubishi Bank and Santo Spirito have been mandated to raise a FF150m (\$102m) five-year term loan for Alitalia, the Italian national airline. The loan carries margins of 15 basis points for the first three years, rising to 17½ basis points for the last two. Front end fees range down from 12 basis points

for FF150m.

Still in Italy, ItaB bank is syndicating an Ecu55m credit for Federagario. It is in three parts, a four-year credit with 18 months grace with margins of 12½ basis points for two years and 18½ basis points for the remainder, a two-year bullet with a 12½ margin and a one-year bullet with the same margin.

A financing for Spie-Batignolles being arranged by Société Générale was raised to \$200m from \$150m.

In the Eurocommercial paper market, Top Danmark, the Danish financial services company, has established a \$150m ECP programme arranged by Merrill Lynch International, with Swiss Bank Corporation International also acting as dealers.

"Nobody should be surprised if foreign investors, who in good times have accounted for some 60 per cent of trading volume on Swiss stock markets, become less interested in Swiss shares. The doldrums of the past months on Swiss markets could be a pointer."

**Stephen Fidler**

New Issue All these securities having been sold, this announcement appears as a matter of record only.

May, 1988



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(Yamanouchi Seiyaku Kabushiki Kaisha)

(Incorporated with limited liability under the Commercial Code of Japan)

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20th June, 1988

## INTERNATIONAL CAPITAL MARKETS

### UK GILTS

### Interest rate and inflation pressures dominate sentiment

**THE GILT-EDGED** securities market sparked to life last week. It followed the US Treasury market up on Tuesday only to see its attention switch to domestic concerns following two days of terrible UK statistics, on Thursday and Friday, and end the week at nearly the 9.5 per cent level for long-dated issues.

Of the dominant forces of the week which have enough momentum to affect the future, two stand out: the first is global - higher world interest rates - the second, related but essentially domestic - inflationary pressures in the UK.

Some weeks ago the trend to higher interest rates was noted. That trend now seems to be an inch away from being confirmed by the West German and, possibly, the Japanese authorities.

The Bundesbank is not happy with domestic developments and the level of the D-Mark. It is concerned about imported inflation and a pick-up in exports. The bank sold up to \$4bn since late May to support the D-Mark to little or no avail.

Interest rates have been high on the agenda at Bundesbank board meetings recently. It is quite possible that the board has decided to tighten policy and tomorrow's rate could provide such an opportunity to raise short rates from 3% to 3%. Any move to tighten, however, is left to the last minute.

In Japan the strong dollar is also raising concerns about imported inflation, although the yen had demonstrated greater strength against the US currency than has the D-Mark. Nevertheless, the noises emanating from Tokyo suggest that, with the economy expanding at a startling rate, some monetary restraint might be needed and, some small upward adjustment of short rates seems to have been made.

And so to the UK. Last week's releases simply confirmed the old story of buoyant demand and expenditure. The rise in average earnings and inflation (up from 3.3 per cent in January to 4.2 per cent last month) together with revised current account numbers only served to undermine the market.

The balance of inflation risks has probably shifted a notch in the negative direction. Higher average earnings and lower productivity have flowed through to

higher unit labour costs.

In the three months to January productivity grew at 6.8 per cent; in the quarter to April it grew at 5.2 per cent. Unit labour costs show a contrary movement up 1.2 per cent in the three months to January and up 3.2 per cent higher in the quarter to April.

\* \* \*

There are some fairly wild stories flying around the gilt market concerning Morgan Grenfell. What had been regarded as one of the sleepiest gilt operations has undergone something of a renaissance, but stories of it having built up market share to the 10 per cent to 15 per cent level are a little wide of the mark.

Morgan Grenfell came close to pulling out of the market almost a year ago but the October crash taught management that a fixed interest operation can earn real money. After retrenchments last summer, dealings and sales forces have been rebuilt.

More importantly, perhaps, there has been a fundamental change in attitudes to trading. Since March, Morgan Grenfell no longer operates a "back book/ front book" operation. It now sees its future in trading and arbitrage, which reflects, perhaps, senior management trained in the US Treasury market.

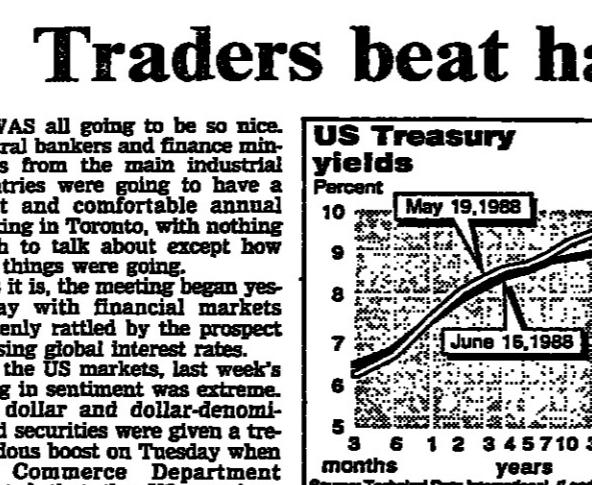
Moreover, it believes that the only way to deal in the market is by offering a price. As one executive says, there is no mid-price, just a price at which people will deal. Dealing with large investors on this basis not only provides the opportunity to make money, if one's judgment is right, but it is also an invaluable source of market intelligence.

The strategy seems to be paying off. Market share has improved as has profitability.

Quoting extremely fine prices does mean that Morgan Grenfell succeeds, however, then its strategy may well be one that others would copy. There are a lot of people watching.

Simon Holberton

### US MONEY AND CREDIT



Source: Technical Data International (London)

months years

Source: Technical Data International (London)

## INTERNATIONAL CAPITAL MARKETS

### Icahn faces the masses in Texaco's backyard

BY JAMES BUCHAN IN TULSA, OKLAHOMA

**MR JAMES KINNEAR** and Mr Carl Icahn, bitter rivals in a struggle for control of Texaco, both claimed victory on Friday in a crucial vote of the shareholders of the third-largest US oil company.

However, there was no doubt who was the clear favourite among the shareholders present at Texaco's annual meeting in the heart of the US oil industry.

"I know why they give three points for home-court advantage," said a rueful Mr Icahn after more than three hours of roasting by a partisan congregation of Texaco employees, pensioners, wholesalers and petrol

station operators as well as other stockholders.

"But if you have an overwhelming desire to be loved, you don't come to one of these things."

About 1,000 shareholders crammed into the ballroom of the Tulsa Westin Hotel while hundreds more watched proceedings on television monitors outside.

A few speakers rose to criticise Mr Kinnear, Texaco's chief executive, and Mr Al DeCrane, its chairman, for the company's poor record but the overwhelming majority of speakers accused Mr Icahn of attempting to break up

Texaco for his own short-term gain.

Mr Icahn, a New York takeover specialist who owns 14.8 per cent of Texaco, was seeking five board seats in an attempt to launch a \$14.22bn takeover of the oil company.

Texaco officials, who have suffered through four years of unremitting misfortune including the bankruptcy of the company, were jubilant that they had won a majority of the company's 243m shares - and 200,000 shareholders - for their own list of directors.

"Our advisors tell us that we will win and the margin will be substantial," said Mr Kinnear,

who received a standing ovation from the packed meeting.

The results of the poll, the largest taken in a proxy contest, could take three to four weeks to be published, said Mr DeCrane.

Mr Icahn also claimed victory, but only on condition that a key block of 12m shares had been voted in his favour or abstained. This block, which was amassed in March by Kohlberg Kravis Roberts, the New York investment firm, has been the object of blandishment from both sides. Last Tuesday, the fate of this block became more uncertain when 7.7m shares believed to

have been owned by KKR were sold to an unknown buyer.

"If the block is against us, we'll definitely lose," Mr Icahn said.

Looking dazed at his hostile reception, Mr Icahn complained that Texaco had packed the meeting and warned that a defeat for his nominees would be a disaster for shareholders' rights. "If we lose this one, it's a great setback for corporate governance," he said. "This might be the last proxy fight."

Mr Bill Linn, a retired Texaco employee from Austin, Texas, received an ovation when he said: "Giving the company to Mr Icahn would be like giving your Stradivarius to a gorilla."

### Kymmenem debuts in London

By Maggie Urry in London

**TRADING** in the shares of Kymmenem, the leading Finnish forest products group, starts today on the London Stock Exchange. Only the unrestricted shares - those which can be held by non-Finnish nationals - are being introduced to the London market.

Kymmenem has 50.3m restricted and 11.7m unrestricted shares in issue. The unrestricted shares are not entitled to exercise more than one-fourth of the votes represented by the restricted shares.

It is thought that gaining a London listing for its shares is part of Kymmenem's strategy to expand its international activities. It already has production facilities in the UK, France and West Germany.

Kymmenem has transformed itself over the last three years, focusing on its forest product activities.

### Rauma-Repolia plans shipyard layoffs

**RAUMA-REPOLIA**, the Finnish metal and forest industries group, has announced drastic cuts at its shipbuilding and marine technology division, with 600 of the 4,400 employees to lose their jobs by the end of this year. Shipbuilding operations will be concentrated at the Rauma yard.

### Sulzer to buy pacemaker group

BY RODERICK ORAM IN NEW YORK

**INTERMEDICS**, a leading US maker of heart pacemakers and other medical equipment, has agreed to be acquired by Sulzer Brothers of Switzerland for \$43 a share, or some \$80m.

The offer is conditional on a majority of the Intermedics' shares and warrants on a fully diluted basis being offered by shareholders. Company executives and directors own some 20 per cent of the equity.

The company reported net profits of \$20.6m, or \$1.22 a share, last

year on revenues of \$193.3m. Earnings per share could rise to around \$1.70 a share this year thanks to buoyant business.

Its orthopedic prostheses products are enjoying strong demand and CarboMedics, its carbon coating subsidiary, is also performing well, thanks in part to shipments of mechanical heart valve parts.

Pacemaker operations in the US are slow, however, and analysts are optimistic that the introduction of new products will keep pacemaker sales growing strongly overall.

### Husky Oil expands with Canterra Energy takeover

BY ROBERT GIBBENS IN MONTREAL

**HUSKY OIL**, the western Canadian oil and gas group controlled jointly by Hong Kong entrepreneur Mr Li Ka-shing and Nova, the Alberta energy group, is buying all the shares of Canterra Energy, a western Canada energy group now 51 per cent owned by Polysar Energy and Chemical.

This is a sequel to last week's eight-month-long C\$2bn (US\$1.65bn) takeover of Polysar's petro-chemical assets by Nova.

Husky will make its move in three steps, and when Canterra has been absorbed may try to bid for Texaco Canada.

First, Husky will buy 51 per cent of Canterra from Polysar, and then a further 12 per cent from Nova for a total C\$375m or \$2.85 a share.

It already owns 8 per cent, and

later it will buy the remaining minority shares on the same terms.

Canterra is a big gas and sulphur producer in western Canada, and was formerly Aquitaine Company of Canada, owned by the French Elf group, before being acquired by Canada Development Corporation early in the 1980s. CDC later evolved into Polysar.

Canterra has 15 per cent of the Terra Nova oilfield off the Newfoundland coast, which is almost certainly the first field to go into production.

It has C\$1.6bn in debt, but when offset by its significant reserves this does not worry Mr Arthur Price, Husky president.

As a result of the moves, Husky will become one of the 10 largest energy groups in Canada.

To ensure their long-standing co-operation continued, La Générale and Sofina said they had agreed in principle to set up a joint company that would hold stakes in Tractebel and other energy companies.

The large sell-off, along with

the launch of the new company is one of the first major shake-ups in La Générale to come amid the hostile takeover attempt by Mr Carlo De Benedetti.

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the launch of the new company is one of the first major shake-ups in La Générale to come amid the hostile takeover attempt by Mr Carlo De Benedetti.

With its new high performance Deskpro 386/25, Compaq claims a 60 per cent performance advantage over the recently announced IBM Model 70.

### Compaq in new assault on IBM

By Louise Kehoe  
In San Francisco

**COMPAQ COMPUTER** of the US will today launch an aggressive bid for leadership in the business personal computer market by introducing two new products which challenge IBM's Personal System/2 computers.

Compaq claims that its new machines offer higher performance at lower prices than equivalent IBM products. The company also lays claim to domination of US sales of up-market personal computers with 80 per cent of sales made through computer dealers.

But the chance to better arch-rival IBM with new higher performance machines is irresistible. Compaq's goal is to shed its image of follower to become the leader in the personal computer industry.

Following its strategy of beating IBM to market with the latest microprocessor technology, Compaq will launch a new high performance 32-bit personal computer which employs a faster 25MHz version of the Intel 386 microprocessor. The company will also unveil a "business workhorse" personal computer built around a lower cost version of the Intel chip.

With its new high performance Deskpro 386/25, Compaq claims a 60 per cent performance advantage over the recently announced IBM Model 70.

### NEW INTERNATIONAL BOND ISSUES

Borrower	Amount mln	Maturity	Avg. life years	Coupon %	Price	Book runner	Offer yield
Oskar Securities	50	1993	5	(4)	100	Oskar Int. (Europe)	
Kotak Securities	100	1993	4	4	100	Nomura Int.	4.12*
Tokio Life	150	1993	4	4	100	Yamachii Int. (Eur)	4.00*
Mitsubishi Kasei	200	1993	4	4	100	Yamachii Int. (Eur)	4.00*
Japan Synthetic Rubber	100	1993	4	4	100	Nomura Int.	4.00*
GoodYear Tire & Rubber	150	2003	15	6½	100	CSFB	6.875
Sumitomo	250	1993	10	9½	100	Salomon Brothers	9.305
	150	1993	10	9½	100	Salomon Brothers	*
Mitsubishi Pchemical	400	1993	4	(4)	100	Nikkei Secs (Europe)	*
GMAC	250	1990	4	5½	100	Salomon Brothers	7.733
Orient Leasing	200	1993	5	4½	100	Daiwa Europe	
EAT	150	1993	10	9½	100	Nomura Int.	9.12*
Int. Finance Corp.	150	1994	4	5½	100	Salomon Brothers	8.555
Coca-Cola Enterprises	150	1994	4	5½	100	Nikkei Secs (Europe)	8.073
C. Itoh	400	1993	5	4½	100	Salomon Brothers	*
Kumagai Gumi	400	1993	5	4½	100	Daiwa Europe	8.092
Harford Finance	100	1991	3	8	101.05	Bank of Tokyo-Mitsubishi	7.823
Carroll Cos.	100	1993	5	9½	100	CSFB	8.028
Stand English Bankers	100	1993	1	9½	100	Nomura Int.	7.117
BP America	50	1989	2.28	9½	100	Banque Paribas	8.56
Franklin Savings Ass.	50	1991	3	9½	101	Nomura Int.	
Obonbank (p/c)	70	1991	3	9½	101	Nomura Int.	
<b>CANADIAN DOLLARS</b>							
Halifax Luxembourg	50	1991	5	10	101.20	Mon. Stanley, Ness, LB	9.403
Amex Overseas Credit	100	1991	3	10	101.20	Shawson L'man Hutton	9.522
Prov. of Saskatchewan	150	1991	3	9½	101	Wood Gundy	9.378
Gen. Elec. Fin. Corp.	125	1991	3	10½	101	Salomon Brothers	9.565
Province of Alberta	500	1992	4	10	101	Salomon Brothers	9.493
<b>AUSTRALIAN DOLLARS</b>							
BBL	50	1992	4	13	101	Hambros Bank	12.460
CCF	50	1991	3	13½	101	CCF	12.567
New Zealand	200	1995	7	8	101	Nomura Int.	11.657
Standaard Handelsbank	50	1993	3	12½	101	DBS	12.495
Westpac Banking Corp.	50	1991	3	12½	101	Wood Gundy	
<b>D-MARKS</b>							
National Bk of Hungary	200	1994	6	6½	100	Deutsche Bank	6.199
Emhart Corp.	175	1993	5	5½	100	BHF-Bank	5.442
<b>SWISS FRANCS</b>							
Chisan-Tokman	50	1992	-	5	100	Credit Suisse	0.625
CIR Int.	100	1993	-	5	100	Wachovia Secur.	
Tele Standard	200	1993	-	5	100	Bank Julius Baer	0.125
Canal Sales Co.	200	1993	-	5	100	Banca Svizz. Italiana	
Uzbekim Co. v.v.i.s.	40	1992	-	5	100	Citicorp Inv. Bank	
Oest. Drahtseilwerke	100	1993	-	4½	101	SBC	4.501
MVP Capital Corp.(p/c)	50	1993	-	5½	100	Bancleme Indosuez	5.535
Trans. Corp.	200	1993	-	5	100	Credit Suisse	4.688
C. Itoh	300	1993	-	5	100	SBC	
<b>FRENCH FRANCS</b>							
Laforge Copeps	1,520	1997	8½	6½	100	CCF Societe Generale	6.125
EIB	1,500	1995	7	8½	101		6.433
<b>LUXEMBOURG FRANCS</b>	</td						

## UK COMPANY NEWS

**BAT to appeal against ruling on Farmers bid**

BY PHILIP COGGAN

BATUS, the US arm of BAT Industries, the tobacco and insurance group, is set to appeal against a decision by the California Department of Insurance blocking its \$4.5bn bid for Farmers, the US insurance company.

Ms Roxann Gillespie, the insurance commissioner for California, late last week denied permission for BAT to acquire Farmers because the UK group was partially owned and controlled by governmental entities. For the purposes of the ruling, "governmental entities" appears to include the pension funds of UK nationalised industries.

California is only one of nine

states where BAT needs to get regulatory approval for its bid, but it is seen as the most important since it is the state in which Farmers has its headquarters.

The ruling came as a shock to BAT which had obviously been expecting to win approval. Some observers had been expecting Ms Gillespie to block the bid because of BAT's tobacco interests, or its links with South Africa; no-one seems to have expected a ruling on these grounds.

BAT said it had satisfied all the regulatory requirements except for "one technical issue, to which the Department applied an extremely narrow interpreta-

tion". It intends to take legal action to reverse the decision.

BAT claims that if the same interpretation was applied to other publicly-owned insurance companies doing business in California, a large number of groups, including Farmers itself, would be disqualified.

Farmers however welcomed the ruling. Its chairman and chief executive, Mr Leo E Denlea, Junior, said: "This is a significant setback to BATUS's unwanted, hostile takeover attempt, and we feel strongly that BATUS will face difficulty in other states."

**Berkeley surges to near £18m**

MORE THAN doubled profit was achieved by the Berkeley Group in the year ended April 30 1988. All the increase in operating profit came from the building of residential homes, as there was no contribution from commercial developments.

Turnover of the group shot up from £5.92m to £9.2m and pre-tax profit from £3.85m to £17.7m. Berkeley has expanded from its Surrey base to Sussex, London, Hampshire, Kent and more.

**TOWARDS A SINGLE EUROPE**

The Financial Times proposes to publish this survey on:

WEDNESDAY 20th JULY 1988

For a full editorial synopsis and advertisement details, please contact:

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10 Cannon Street  
London  
EC4P 4BY

**FINANCIAL TIMES**  
SUPPORTS BUSINESS NEWSPAPER

recently, the Midlands and East Anglia.

Earnings advanced 11p to 28.2p while the dividend is lifted 1p to 3.5p on capital increased by the rights issue. In pursuance of the same policy, the final is 2.3p.

Mr James Farter, chairman, said forward sales still continued at record levels, despite his earlier reservations concerning the impact of last October's market crash.

He had considerable optimism

for the future and the group's continued growth.

Results did not include any contribution from Clare Homes and Spencer Homes, acquired earlier this year. These have been integrated into the group and the chairman was pleased with their progress.

On the commercial side, Mr Farter recalled his earlier note that developments would not contribute to 1987-88, whereas previously that division produced turnover of £1.63m and operating profits of £250,000.

There was no interest received of £771,000 (paid £528,000) and joint venture companies contributed profits of £1.1m (£517,000).

St George, the joint venture with Speyhawk, more than doubled its profits to £2.2m, and has a £27m development programme made up of 17 sites to be built over the next two years. Until eight months ago the company was building luxury homes on two sites; now it was operating in the total housing market, building homes from £75,000 to over £400,000.

He refused to confirm or deny rumours that General Cinema, the US soft drinks and retailing group which has a substantial stake in Cadbury Schweppes, had offered £40m for the store.

However, Sir Ralph did say that the group had received a few approaches from willing buyers in recent years.

General Cinema was unavailable for comment.

**Bentley's rejects £5.5m bid**

Bentley's of Piccadilly, the restaurant chain, yesterday dismissed as "totally unacceptable" a £5.5m all-paper offer from Leisure Investments, the amusement centre and snooker chain group.

The Bentley's board said that it had been in friendly and confidential discussions with a number of interested parties, including LI, at a much higher level than the 8p per share bid.

Bentley's shares used to be traded under the Stock Exchange's Rule 533 but that facility has since been barred by the Stock Exchange.

LI also launched an offer for Theune Holdings, the restaurant and leisure group, on Friday.

**Harvey Nichols sale looks unlikely**

By Philip Coggan

A sale by the Burton retail group of its Knightsbridge-based Harvey Nichols department store looks unlikely after a statement from Sir Ralph Halpern, the chairman of Burton, yesterday.

He refused to confirm or deny rumours that General Cinema, the US soft drinks and retailing group which has a substantial stake in Cadbury Schweppes, had offered £40m for the store.

However, Sir Ralph did say that the group had received a few approaches from willing buyers in recent years.

General Cinema was unavailable for comment.

**Philip Coggan sets the scene for the start of national commercial radio**

**Tuning in to the potential boom**

There are profits in the air. Not so long ago, radio was perhaps simply as television's poor relation. Now the medium is taking an increasing slice of a growing UK display advertising market. And the contenders are already jostling for position in preparation for 1989, when the first national commercial radio (NCR) channel comes up for auction.

What is causing excitement in the radio industry is the potential for those profits to rise even further. Radio's current share of UK display advertising is around 2 per cent, but that is a pretty low proportion compared with the US (10 per cent). Australia (9 per cent) and Canada (13 per cent) are also expected to face stiff competition from the likes of Mr Richard Branson's Virgin Group and Mr Michael Green's Carlton Communications.

But Mr Oyston emphasised that both companies were in the entertainment business and both were involved in showmanship. He believed the combined group could be built into a substantial new business — Miss World's marketing contacts in other countries could bring important benefits for the radio franchise.

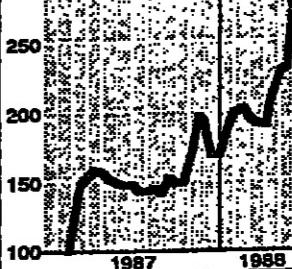
But big may be very important in the upcoming NCR franchise auction, when the government will be putting three new national radio networks up for sale. Mr Oyston is widely expected to be in there bidding but he is also expected to face stiff competition from the likes of Mr Richard Branson's Virgin Group and Mr Michael Green's Carlton Communications.

Capital Radio, which is also expected to be in the running for a national franchise, has acquired minority stakes in about 13 other independent local radio stations. Even if it fails to win one of the national franchises, it will be in a strong position to offer networked programmes to whoever does take the prizes.

There are, of course, some cynics who doubt that there will be enough advertising available for three national stations, plus the existing local stations, plus the community radio stations that will also join the airwaves in the 1990s. But compared with the early days of meagre revenues, the radio stations are currently walking on air.

**Capital Radio**

Share Price related to the FT-A All-Share Index



£100 150 200 250 300

1986 1987 1988

Liverpool-based station announced an increase in interim pre-tax profits from £72,000 to £98,000. Piccadilly Radio, the Manchester-based station, announced more than doubled interim pre-tax profits of £537,000. Capital Radio also doubled interim pre-tax to £21m.

Independent radio gives competition to the IBA. But otherwise, the relationship of their costs to their revenues is limited. The cost of transmitting the standard fare of disc jockeys, phone-ins and some local news is pretty cheap, and radio does not suffer from the kind of archaic labour practices common in the TV industry.

So a large percentage of the increase in advertising revenue has gone straight through to profits. Recently Radio City, the ideal radio event.

**PENDING DIVIDENDS**

Dates when some of the more important company dividend statements may be expected in the next few weeks are given in the following table. The dates shown are those of last year's announcements except when the forthcoming board meetings (indicated thus \*) have been officially notified. Dividends to be declared will not necessarily be at the amounts in the column headed "Announcement last year."

	Announcement Date	paid last year	Date	Announcement last year
• Arupi Group..... June 21	Final 5.0	June 30	Final 5.0	Final 5.0
• Blue Arrow..... June 29	Final 0.5	June 24	Final 0.5	Final 0.5
• BPI Inds..... June 30	Final 0.5	June 23	Final 0.5	Final 0.5
• BSBs B & Ws..... June 24	Final 0.5	June 21	Final 0.5	Final 0.5
• Daimler-Benz..... July 9	Final 2.75	June 21	Final 2.75	Final 2.75
• Derry..... June 29	Final 3.5	June 20	Final 3.5	Final 3.5
• Elan..... July 12	Final 2.10	June 25	Final 2.10	Final 2.10
• ENI..... June 24	Final 1.24	June 25	Final 1.24	Final 1.24
• Ferranti..... July 1	Final 1.24	June 30	Final 1.24	Final 1.24

Mercury Asset..... June 30

MT Electric..... June 24

M. Hall..... June 23

McDonalds..... June 21

May & Baker..... June 21

Metacorp..... June 20

• Riccal..... June 20

• Roper..... June 21

• Scandit Dilm..... June 30

Shred & Shred..... June 25

• Telford..... June 27

**needle Group Limited**

(Incorporated under the Canada Business Corporations Act — No. 231758-3)

**Placing by****Capel-Cure Myers of**

3,971,000 common shares at a price of 100 p per share

**SHARE CAPITAL**

Authorised

25,000,000

Issued and to be issued fully paid common shares without nominal par value

Issued and to be issued fully paid 18,438,534 representing a stated capital of \$40,115,031

The Group produces aggregates, asphalt and concrete blocks and provides construction services, operating principally in the Province of Ontario, Canada and also in New York State, U.S.A.

Full particulars of the Company are available through the Exetel Listed Securities Market Service. Copies of such particulars can be obtained from the Company Announcements Office of The Stock Exchange, London EC2P 2BT until 22 June, 1988 and during normal business hours on any weekday (Saturdays excepted) up to and including 4 July, 1988 from:

Capel-Cure Myers  
65 Holborn Viaduct  
London EC1A 2EU  
A member of the ANZ Group

Charterhouse Tilney  
1 Paternoster Row  
London EC4M 7DH

20 June, 1988

This notice is issued in compliance with the requirements of the Council of The Stock Exchange. It does not constitute an offer or invitation to any person to subscribe for or purchase any shares. Application has been made to the Council of The Stock Exchange for the grant of permission to deal in the whole of the issued share capital of the Company in the United Securities Market. It is emphasised that no application has been made for these securities to be admitted to listing.

**Jackson Group Plc**

(Registered in England no. 817650)

The principal activities of the Group are civil engineering, building and the development and construction of commercial, industrial and residential property. The Group also provides specialist engineering supplies and services.

**Introduction**

to The Stock Exchange

by Lloyds Merchant Bank Limited

**SHARE CAPITAL**

Authorised

£1,400,000

Issued and fully paid ordinary shares of 10p each

£1,073,554

Listing Particulars relating to the Company are available in the Exetel Statistical Service. Particulars may be obtained during normal business hours up to and including 22nd June, 1988 from the Company Announcements Office, 46-60 Finsbury Square, London EC2A 1DD and during normal office hours on any weekday (Saturdays and public holidays excepted) up to and including 4th July, 1988 from:

Jackson Group Plc.  
Dobbs Lane,  
Kesgrave,  
Ipswich IP5 7CO

Charterhouse Tilney,  
1 Paternoster Row,  
St Paul's,  
London EC4M 7DH

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FINANCIAL TIMES STOCK INDICES														
June	17	June	16	June	15	June	14	June	13	June	10	High	Low	Since Compilation





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## MANAGEMENT

## Premier Brands

## Now for the next test

When the cost cutting is over where does a food manufacturer in static markets look for growth? Richard Tomkins reports

HERE'S a question. Who makes Cadbury's Drinking Chocolate, Cadbury's Fingers, Cadbury's Smash and Cadbury's Snack? Cadbury?

Wrong. It is the same company that makes Marvel dried milk, Typhoo tea; Chivers jelly and Hartley's jam, to say nothing of Rob Roy sardines, Pickering's creamed sago pudding and a host of own-label products for supermarket shelves.

Although one of Britain's biggest food manufacturers – turnover of £315m in 1987 is set to nudged £400m this year – the Birmingham-based Premier Brands has a low profile, mainly because it is an unquoted company.

But this curious animal is now being thrust into the public arena. A spate of 10 acquisitions by the company over the last 18 months, combined with the prospect of a flotation next year and the stock market's continuing obsession with brands, is prompting analysts to ask where Premier is going.

More pertinently, is the company's performance since becoming independent – profits doubled in 1987 – a consequence of cost cutting or has it established a momentum to build on its creative, but mature activities?

The company was formed in May 1986 following a £27m management buy-out of the food and beverages division of Cadbury Schweppes – the biggest buy-out yet in the UK food manufacturing industry. But its origins lie further back, in the diversification policies pursued by Cadbury, the confectionery maker, and Schweppes, the soft drinks company, before they merged in 1968.

Both had moved into food and beverages Cadbury by putting its chocolate on biscuits and applying its cocoa powder technology to the production of milk and potato powders, and Schweppes through buying jam, marmalade and tea makers such as Chivers Hartley, Rose's and Typhoo.

A policy review in the 1977, however, led to a change of direction for the merged group. Cadbury Schweppes decided to concentrate on the international expansion of its core confectionery and soft drink brands.

Unloved and neglected, the food and beverage division became little more than a cash cow funding mainstream businesses. By 1985 trading profits

had fallen to £6.6m, representing a paltry 2.1 per cent return on sales of £311m. Cadbury started looking for a buyer.

Allied Lyons and Ranks Hovis McDougall were ultimately (and unsuccessfully) to enter the bidding, but according to Paul Judge, then planning director at Cadbury Schweppes and now Premier's 35-year-old chairman, there was initially little interest in the business.

"The brands themselves may have been strong, but that in itself gave no promise of value unless they could be shown to be profitable. To those looking at the numbers, they did not look particularly profitable. But we thought we could get efficiency savings and achieve something with a cultural change."

The new Premier Brands was organised into four divisions: tea (including Typhoo and Fresh Brew), beverage and whiteners (Marvel, Coffee Compliment and the Cadbury chocolate drinks), food (mainly Cadbury's biscuits and Smash), and Chivers Hartley (preserves, jellies, and canned fruit and vegetables).

## Licence

Most brand names were bought outright, but in Cadbury's case Premier negotiated a renewable licence to use the name on non-confectionery products for 20 years. Premier is allowed to launch new biscuits and beverages under the Cadbury's brand provided they meet Cadbury Schweppes' standards of quality and presentation.

In 1987, its first full year of independence, Premier's profits of £24.9m represented a return of 7.9 per cent on sales of £315m, a margin well up to the industry average. Pre-tax profits were £18m compared with £9.2m in 1986 and £7.5m in 1985.

Partly this reflects the introduction of tough planning and budgets. "In a large company there tends to be a lot of gamesmanship between the divisions and head office, and it is very difficult for people at the centre to challenge the individual division's budget," says Judge.

Six tea companies have been bought since November 1986: McEwans, The Glengarriff Tea Company and Ridgways, all in

ity as we can within the agreed plan, to give us a sense of motivation and commitment."

Typically for a buy-out

Premier's upsurge in profit and cash flow has so far reflected dramatic improvements in cost and asset control rather than expansion. So the question is how the momentum is to be sustained. Where is the growth potential in a seemingly uninspiring range of jams and jellies, prunes and pickles, tea and tapioca, sardines and semolina? Is Premier just milking the same cash cow with a bigger bucket?

Judge says the product lines

may look mature, and the food market as a whole is more or less static. Within that market, however, there are changes in tastes and trends, and the food manufacturer's skill is in using its brand assets to exploit them.

"Every company needs products at different stages of their life cycle, some of which are mature and cash generating, and others which, if they have enough intrinsic differences, will benefit from marketing."

"Tapioca pudding may be

mature, but it generates money for virtually no effort. You need products like that to fund the development and marketing of the next generation of products."

As examples of the new genera-

tion

product launches are a

slow

and

profitable

business. Judge says One Cup and Chocolate Break are the easiest to come up with

to

existing ones. One Cup and Chocolate Break, for all their success, were instigated before the

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launches

than to let

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"Most grocery

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our products in that category."

But neither is the company sit-

ting

on its hands. Late last year it launched Cadbury's Chocolate Milk Drink, a single portion drink in a carton. Chivers Fruit Cup – chopped fresh fruit in a yoghurt-style tub – is being test-marketed in Dublin; and repackaging of Cadbury's biscuits in fun packs and single portion packs helped boost biscuit volume by 15 per cent last year.

Anyone hoping for a re-run of

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ment.

Says Judge: "To do a decent TV marketing campaign costs about £1m these days, and any spare millions we find is going to be spent on new products, not mature ones."



Paul Judge: different acquisitions serve different purposes

specialty teas; the London Herb and Spice Company, in herbal teas; and the Jersey Trading Corporation and Ludwig Schwartz, respectively the biggest tea packers in Italy and Europe.

Meanwhile the acquisition of British Fish Canners has taken Premier into the fish sector. Newtime Food Products and Pickering's Foods have complemented preserves and canned food operations, and last February it bought the world-wide rights to the Allinson brand name on biscuits and breakfast cereals.

## Purposes

The different acquisitions serve different purposes. In teas, they have taken Premier to the position where it is challenging Brooke Bond for market leadership. The Newtime acquisition has brought the company cereal manufacturing capacity, providing an interesting opportunity to exploit the Allinson brand. Pickering's is a neat fit with Chivers Hartley, and British Fish Canners takes the company into a new and expanding market.

Historically weak outside the UK, Premier is also pushing exports. The Jersey Trading Corporation and Ludwig Schwartz acquisitions have given it a foothold on the Continent, while the Allinson to the Cadbury's brand has given it an unusual opportunity to piggyback on the enormous marketing spend of Cadbury Schweppes. Cadbury's biscuits, launched in the north-east of the

US last year, are apparently already achieving market share close to UK levels.

In a sense, the easy part is over. Rationalisation and cost-cutting is one thing, say the analysts, but if the company is to tell a convincing story to the City next year, it will have to demonstrate an ability to come up with new products and line extensions to existing ones. One Cup and Chocolate Break, for all their success, were instigated before the buy-out.

Judge argues that it is better to concentrate on a small number of successful launches than to let concentration suffer through a scatter attack. "Most grocery product introductions fail, and we are rather keen not to have our products in that category."

But neither is the company sitting on its hands. Late last year it launched Cadbury's Chocolate Milk Drink, a single portion drink in a carton. Chivers Fruit Cup – chopped fresh fruit in a yoghurt-style tub – is being test-marketed in Dublin; and repackaging of Cadbury's biscuits in fun packs and single portion packs helped boost biscuit volume by 15 per cent last year.

Anyone hoping for a re-run of the much-loved Smash Martian television advertisements therefore appears doomed to disappointment. Says Judge: "To do a decent TV marketing campaign costs about £1m these days, and any spare millions we find is going to be spent on new products, not mature ones."

## Employee participation

## How to avoid the pitfalls

BY MICHAEL SKAPINKER

WHY DO employees pass up the chance to participate more fully in the running of their companies?

Although some attempts to involve staff have been successful, many more team briefings, consultative committees, suggestion schemes and quality circles eventually fizzle out due to lack of interest.

Jean Neumann of the Tavistock Institute of Human Relations in London says that a review of published case studies on the subject reveals that the employees who choose not to participate vastly outnumber those who do.

"Progressive managers, academics, politicians and trade unionists consider some form of participation essential for economic progress, political equity and human advancement," she says in a paper which will be published next year. "But the human beings in those systems frequently choose not to participate. Researchers and practitioners alike assume that people will welcome the opportunity to participate once management gets out of the way, but this is not always the case."

Some employees avoid participative structures entirely by not turning up to meetings. "Other people go through the motions of participating without the substance. They show up at meetings but sit silently."

Neumann's paper was distributed to senior managers from industry and the public sector at a Tavistock seminar on employee participation earlier this month. She told the seminar that some managers concentrate on personality factors when trying to account for employees' lack of interest: their staff are simply not the sort of people who need or want more influence over their work than they already have.

In her paper and in her talk to the seminar, however, she argued that many participation schemes fail because they are poorly thought out and badly designed. The reasons why they do so, she said, include the following:

• The participation scheme has no effect on the way in which decisions are made in the organisation. There is little point in encouraging employees to participate if their suggestions and recommendations are simply ignored.

• The commitment to the participation scheme has to be seen to come from the top. Chief executives need to make it clear that they regard the participation scheme as vital to the success of the organisation. "If organisational leaders send mixed messages about their commitment to using participative decision-making, then they can expect mixed responses."

• The subjects under discussion are too distant from the employees' own work. Although employees do occasionally want to discuss the company's strategic direction, they are far more interested in matters which affect their own day-to-day job.

• The company's other human resources policies give the lie to the notion that the organisation values its employees. If staff feel they are badly treated or have to work in dirty surroundings, they are unlikely to be enthusiastic participants.

• The idea of participation does not accord with the way the corporate hierarchy operates. This is related to the first point. In the sort of organisation where staff are rewarded for doing what they are told, they are likely to hold back when suddenly asked to participate. "To (participate) requires breaking through all one has learned about how to survive

as a subordinate," said Neumann. "Participative decision-making requires talking back to the boss."

• Relations between labour and management are seen as adversarial. If employees have a union which has won concessions for them in the past, they might regard the participative forum as an attempt to undermine that union or its shopfloor representatives.

• The participative effort threatens middle management. Several of those at the Tavistock seminar pointed out that middle managers frequently feel that participation schemes undermine their own authority. As middle managers are often charged with the running of the schemes, they are sometimes also held responsible for their failure.

So how can participation schemes be made to work?

Neumann and her Tavistock colleagues along with the seminar participants, made the following points:

• The more dialogue there is between managers and workers, the easier it will be for subordinates to understand that participation pleases bosses and the easier it will be to come to terms with the required changes in attitude and behaviour.

• The commitment to the participation scheme has to be seen to come from the top. Chief executives need to make it clear that they regard the participation scheme as vital to the success of the organisation. "If organisational

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Your desire, perhaps for Royal Blue

writing ink to be provided in your suite.

Your request for us not to place pollen-filled fresh flowers in your room.

Whatever your preferences, each time you return (and three out of four of our guests return again and again), it gives us the chance to know you more. And also the chance to demonstrate our unique attention to detail during your stay. Thus ensuring that your business trip doesn't fall down on even the smallest point. And that, unlike lesser hotels, each stay at any of the 100 Inter-Continental Hotels worldwide is even better than the last.

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## MONEY MANAGEMENT

FINANCIAL ADVICE FOR FINANCIAL ADVISERS  
FINANCIAL TIMES MAGAZINES

**SURVEY: Investment trusts – a way through the maze**

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UNIT TRUST INFORMATION SERVICE

## **AUTHORISED UNIT TRUSTS**

Ref	Prop	Offer Price	Yield % Gross	Cust. Name	Other Cust.	Technology U.S. Special Svc.
<b>Abbey Unit Trst Mngrs</b>						
10 Holmebank Rd, Bournemouth		0345 7177373				
High Income						
American Income	—	43.4	5.94	40000		
Gilt & Fixed Int.	—	112.2	1.19	40001		
Int'l & the Economy	—	117.6	127.2	40002		
World Bonds	—	124.6	1.24	40003		
Corporate Growth						
American Growth	—	148.2	158.3	40004		
Asian Pacific	70.0	74.8	1.11	40005		
Emerging Economies	110.2	147.9	1.78	40006		
Capital Protection Fund	101.2	101.2	1.78	40007		
Country & Energy	101.2	102.8	1.78	40008		
European Capital	71.1	75.4	0.95	40009		
General	—	165.8	175.3	40010		
Global	—	165.8	175.3	40011		
Mortgage	48.2	50.9	0.97	40012		
UK Growth Acc.	158.6	160.1	1.47	40013		
UK Growth Dist.	126.3	126.3	2.16	40014		
US Emerging Cos.	43.3	43.3	0.00	40015		
Income & Growth	254.6	270.8	1.91	40016		
Editorial Growth	43.2	43.1	2.71	40017		
<b>Abstrakt Management Ltd</b>						
10 Queen's Terrace, Aberdeen AB9 1QJ		0224 6330700				
20 Chisholm St, London EC1V 4TY		01-374 4801				
Frequencies		0000 2350000				
UK Growth	—	31.4	31.4	40018		
Wth Amer Inc Cd	24.8	26.4	4.52	40019		
World Grcd	40.4	42.7	1.15	40020		
World Grcd	39.4	40.4	4.82	40021		
Formerly Atlantic Trust Managers Ltd						
American	40.3	42.9	2.13	40022		
Amer Extra Inc.	36.3	36.3	5.91	40023		
Australias	23.9	23.9	1.35	40024		
Canada & Fixed Int.	21.7	22.6	4.44	40025		
Global Income	36.5	36.5	4.97	40027		
High Income	54.2	57.7	5.26	40028		
Income Growth	66.4	70.7	5.28	40029		
International	69.1	70.7	4.91	40030		
Japan & General	69.1	70.7	0.01	40031		
Special Situations	64.4	64.4	0.00	40032		
Formerly Atlanta Wld Trst Managers Ltd						
Japan Fd Exch	69.3	73.7	1.41	40036		
Internationals	70.6	75.0	2.00	40037		
Int'l Com	70.6	75.0	2.00	40038		
Mid Income	65.5	68.9	3.07	40039		
Fund Inv Trst	97.4	101.9	2.03	40100		
De Accrds	147.6	154.6	2.45	40101		
UK Growth	21.3	22.6	4.37	40102		
Wth Amer	42.8	42.8	4.00	40103		
Swiss Balances	134.3	142.0	3.86	40104		
<b>AEhara Unit Trusts Ltd</b>						
401 St John St, London EC1V 4QE		01-837 6494				
Exempt	—	113.4	113.4	40033		
(Accum Units)	59.9	415.9	4.57	40034		
Far Eastern	976.8	1024.7	4.57	40035		
Asian Units	220.5	224.6	4.00	40036		
Asia & Property	238.4	255.7	4.00	40037		
High Yield	74.1	74.1	2.44	40038		
Global Units	176.5	187.9	4.82	40041		
America Growth	53.2	57.0	4.00	40042		
Income	304.3	322.4	4.43	40043		
Int'l Equities	197.5	200.1	4.94	40045		
Int'l Bonds	24.8	22.9	2.94	40046		
Int'l Growth	94.6	95.4	0.23	40047		
(Accum Units)	94.1	100.2	0.23	40048		
Japan Grcd (Accd)	153.3	170.5	4.00	40049		
Int'l Amer Grcd	113.3	119.6	2.47	40050		
Int'l Bonds	132.1	139.9	4.70	40051		
Preference	(Accum Units)	206.0	422.6	8.70	40053	
Smaller Cos.	260.8	277.5	1.61	40054		
(Accum Units)	383.3	401.6	1.61	40055		
Int'l Diversif'd	457.1	459.0	4.20	40057		
Int'l Bonds	124.2	124.2	4.00	40058		
Special Scls	(Accum Units)	134.2	142.2	1.46	40059	
UK Growth	378.2	400.6	3.26	40060		
(Accum Units)	706.1	748.0	3.26	40061		
<b>Allianzches Inv Mngmt Services Ltd</b>						
19/21 Bladster Street, London EC3M 2RY		01-523 7634				
Amer Income	—	51.0	54.1	2.16	40063	
Amer Accrds	—	51.0	54.1	2.16	40063	
<b>Allied Bunker Unit Trusts PLC</b>						
Allied Bunker Centr, Stevenage, SG1 1EL		Douglas 0793 610366				
0793 25291						
Balanced Funds						
Growth & Income	152.1	161.2	3.49	40064		
Balanced	414.8	459.7	3.45	40065		
Accumulator	153.3	677.7	3.16	40067		
Income Trusts						
American Income	22.7	29.5	4.10	40068		
Hip Income	207.1	239.4	4.71	40069		
Mid Income	174.0	184.4	5.61	40071		
Hip Yield	174.0	184.4	5.61	40071		
Govt Securities	30.2	31.3	7.83	40072		
International Funds						
Amer Spec Scls	60.1	64.0	1.46	40073		
Europ Grcd	17.6	18.7	3.34	40074		
Internat'l Bonds	146.7	154.1	0.61	40076		
Pacific	225.5	240.2	2.00	40077		
W'wide Asm'tl Val	181.8	193.2	0.89	40078		
Other	26.8	28.5	1.85	40079		
<b>Orion's Carrsngs Technology U.S. Special Svc.</b>						
10 Whitegate St, London E1 7HP						
Growth Income	—	102.1	107.7			
No Actions	—	141.3	150.5			
Quarterly Income	—	156.4	163.5			
<b>Anthony Wileg Unit Trst Mngt. Ltd.</b>						
19 Wigdale St, London E1 7LP						
Growth Income	—	102.1	107.7			
No Actions	—	141.3	150.5			
Quarterly Income	—	156.4	163.5			
<b>Arkwright Management</b>						
1 King St, Manchester M60 5AH						
Growth June 14	—	96.9	102.2			
Income June 14	—	93.7	53.5			
<b>Asset Unit Trust Mngrs Ltd</b>						
Prins Esq, Finsbury Sq, London EC2A 7EP						
Growth June 14	—	107.8	113.5			
Income June 14	—	107.8	113.5			
<b>Atlanta Unit Trusts Abstact Mngt.</b>						
<b>Baillie Gifford &amp; Co Ltd</b>						
3 Glenfield St, Edinburgh EH3 7ER						
Govt Secs. Jnls	—	109.6	117.1			
Govt Expt. June 13	—	106.1	112.8			
SG Japan	—	104.6	114.0			
SG America	—	114.5	121.9			
SG Technology	—	120.4	127.4			
SG Telecoms	—	120.8	127.5			
SG Europe	—	97.1	102.2			
SG Com & Govt	—	68.9	73.4			
SG British Grcd	—	58.8	61.7			
<b>Baltic Unit Trusts</b>						
<b>Bank of Ireland Fund Managers Ltd</b>						
36 Queen St, London EC4R 1BN						
Brit & Progr	—	134.2	142.1			
Income Plus	—	74.5	82.0			
Inv Trusts	—	78.3	82.0			
Capital Grcd	—	71.8	75.0			
Wdri Open	—	165.8	171.7			
<b>Barclays Unknown Ltd</b>						
Unicor House, 252 Stamford Rd, E7						
Unicor America	—	72.2	77.1			
No Accrds	—	192.0	204.9			
No Accrds	—	134.2	140.1			
No Accrds	—	173.3	187.0			
No Euro Inv Accrds	—	87.0	93.0			
No Inv Accrds	—	62.1	64.8			
No Exports	—	54.3	63.2			
No Financial	—	94.5	100.9			
No General	—	54.7	61.7			
No General	—	107.4	117.6			
No Grcd	—	127.4	137.6			
No Grcd	—	52.9	55.7			
No Income	—	200.9	210.0			
No Income	—	401.0	410.0			
No Income	—	257.0	267.0			
No Inv & Gen	—	222.2	237.0			
No Inv & Gen	—	222.7	237.0			
No Leisure (2)	—	107.4	114.9			
No Recovery	—	265.8	275.8			
No Small Cos Acc	—	58.6	61.2			
No Small Cos Inv	—	153.7	160.6			
No Trusts	—	127.9	131.5			
No Univ Tech Acc	—	54.9	58.1			
No Worldwide	—	135.2	144.3			
BT's Inv Fd Acc	—	247.9	254.7			
BT's Inv Fd Inv	—	244.7	254.7			
<b>Baring Frost Fund Managers Ltd</b>						
Po Box 154, Beckenham, Kent BR3 4XG						
America EWS	—	55.5	58.0			
Australia	—	64.9	71.0			
Convertible	—	49.8	52.0			
Eastern	—	78.5	81.6			
Debt Income	—	101.4	127.0			
Equity	—	57.3	61.3			
Global Growth	—	62.0	65.7			
Growth & Income	—	77.2	81.9			
Growth & Inv Acc	—	120.1	127.4			
Japan Specific	—	127.5	132.9			
Japan Specific Inv	—	127.5	132.9			
Wth Amer Svc	—	40.4	42.6			
UK Growth	—	61.5	65.2			
First Europe	—	104.0	110.3			
First Japan	—	106.1	113.3			
First Nth America	—	43.1	45.1			
First Nth Amer Cos	—	104.3	97.9			
For Barrington Trusts No Kilmarnock Barrington						
<b>Bell Court Fund Mngt. Ltd</b>						
11 Stamford St, London EC2N 2LB						
Fd Eastern	—	237.5	245.1			
America	—	193.5	203.5			
UK & European	—	339.5	377.5			
<b>Bingham Progressive Mngt. Co</b>						
25 St James' Place, London SW1A 1LW						
Properties Inv	—	221.4	226.1			
Recreational Inv	—	211.4	222.1			
Industrial Inv	—	215.9	217.7			
International Inv	—	219.7	220.9			
International Inv Acc	—	219.7	220.9			
Car & Foreign Inv	—	183.4	193.5			
Can & Foreign Inv Acc	—	204.4	215.7			
Special Inv Inv	—	159.7	169.0			
Special Inv Inv Acc	—	159.7	169.0			
<b>Brown, Belpolschi Unit Trst Mngrs Ltd</b>						
5 Gilsey St, London EC1A 9DE						
Brown Capital	—	190.8	203.0			
Brown Dividend	—	101.4	107.5			
Brown Dividend Inv	—	215.4	221.2			
Brown Dividend Inv Acc	—	215.4	221.2			

JOTTER PAGE

**FT CROSSWORD No.6,660**  
**SET BY TANTALUS**

A black and white crossword puzzle grid. The grid consists of a 10x10 area of squares, some of which are shaded black to form the crossword's structure. Numbered squares are placed at various intersections: Row 1 has squares 1, 2, 3, 4, 5, 6, 7, and 8. Row 2 has square 9. Row 3 has squares 10 and 11. Row 4 has square 12. Row 5 has squares 13 and 14. Row 6 has square 15. Row 7 has squares 16, 17, 18, and 19. Row 8 has square 20. Row 9 has squares 21, 22, and 23. Row 10 has squares 24, 25, 26, 27, and 28. Row 11 has square 29. Row 12 has square 30. Row 13 has square 31.

**ACROSS**

- 1 and 4 Maybe in great pain so start cure for heart disease (6,6)
- 10 Seclude goddess going after single son (7)
- 11 Steal household goods in America (7)
- 12 Cup I'd put together (4)
- 13 Cherry having very dark centre (10)
- 15 When this is made it fits exactly (6)
- 16 Is able to stumble on witch's spell (7)
- 20 Surprised to be dazed (7)
- 21 This month the Italian will drop in (6)
- 24 Body of troops with an air of indifference? (10)
- 26 Break a biscuit (4)
- 28 Strangely, I got round everybody having old cargo boat (7)
- 29 Channel Islands with regal surroundings perhaps, but it's cold! (7)
- 30 ... (1)
- 2 Go! Get soil moved for this expert (9)
- 3 Trim cow (4)
- 5 Distinguished English constable (8)
- 6 Feed weight is a criterion (10)
- 7 I read material to obtain a larva of flukes (5)
- 8 Odds on rodent finding fish (6)
- 9 Would you hear bridge players making business transactions (5)
- 14 Relative attachment (10)
- 17 Under canvas no one comes up with an objective (9)
- 18 One who sews appears outspoken on terrace (8)
- 19 Many drink gin causing empty talk (8)
- 22 Girl and I go off slowly (5)
- 23 Horse on board has difficulties (5)
- 25 Worked on roof until editor is in here (5)
- 27 Overturned - U-boat nonetheless forbidden (4)

The solution to last Saturday's prize puzzle will be published with names of winners on Saturday July 2.

**DOWN** The solution to last Saturday's prize puzzle will be published with names of winners on Saturday July 2.

Shire Shipton & Co Ltd	9-7 Perrymoor, Rd, Newark NG20 8PP	01636 412262/314/5	EPIM Unit Trust Managers Ltd	Grenville Unit Trust Managers	London & Manchester (1st Mgmt) Ltd	Geoffrey Morley Unit Mgmt Ltd	Sure Unit Trust Managers Ltd	
Mgmt P/Folio Inc.	55 6	93 9	2,23 40186	American	1 focused Pl. Schencking SPC Ltd	0703 2120700	16 Southgate Pl, London WC1A 2AJ	01-0231443
Mgmt P/Folio Inc.	55 6	93 9	2,23 40187	Capital	1 focused Pl. Schencking SPC Ltd	0703 2120700	Energy Unit Tr.	01-0231443
UK General	111 4	125 9	2,24 40188	Commodities	1 focused Pl. Schencking SPC Ltd	0703 2120700	Exxon Income	01-0231443
General & Cos.	101 4	125 9	2,24 40189	General Cos.	1 focused Pl. Schencking SPC Ltd	0703 2120700	Exxon Short Cos.	01-0231443
Cos & General	101 4	125 9	2,24 40190	Income	1 focused Pl. Schencking SPC Ltd	0703 2120700	Exxon Short Cos.	01-0231443
Executive Inc.	14 3	17 4	2,24 40191	Int'l Income	1 focused Pl. Schencking SPC Ltd	0703 2120700	Exxon Short Cos.	01-0231443
Executive Inc.	14 3	17 4	2,24 40192	Int'l Income	1 focused Pl. Schencking SPC Ltd	0703 2120700	Exxon Short Cos.	01-0231443
Executive Inc.	14 3	17 4	2,24 40193	Int'l Income	1 focused Pl. Schencking SPC Ltd	0703 2120700	Exxon Short Cos.	01-0231443
Executive Inc.	14 3	17 4	2,24 40194	Pacific	1 focused Pl. Schencking SPC Ltd	0703 2120700	Exxon Short Cos.	01-0231443
Financial	27 4	29 5	2,24 40195	Pacific	1 focused Pl. Schencking SPC Ltd	0703 2120700	Exxon Short Cos.	01-0231443
Financial	261 5	371 1	2,24 40196	Pacific	1 focused Pl. Schencking SPC Ltd	0703 2120700	Exxon Short Cos.	01-0231443
German	22 3	23 9	2,24 40197	Pacific	1 focused Pl. Schencking SPC Ltd	0703 2120700	Exxon Short Cos.	01-0231443
High Income	100 9	107 9	2,24 40198	Pacific	1 focused Pl. Schencking SPC Ltd	0703 2120700	Exxon Short Cos.	01-0231443
Recovery	120 9	137 9	2,24 40199	Pacific	1 focused Pl. Schencking SPC Ltd	0703 2120700	Exxon Short Cos.	01-0231443
North America	45 8	48 8	2,24 40200	Pacific	1 focused Pl. Schencking SPC Ltd	0703 2120700	Exxon Short Cos.	01-0231443
Oriental Cos.	10 2	11 9	2,24 40201	Pacific	1 focused Pl. Schencking SPC Ltd	0703 2120700	Exxon Short Cos.	01-0231443
Smaller Cos Inc.	20 8	31 3	2,24 40202	Pacific	1 focused Pl. Schencking SPC Ltd	0703 2120700	Exxon Short Cos.	01-0231443
Smaller Cos Inc.	103 1	175 1	2,24 40203	Pacific	1 focused Pl. Schencking SPC Ltd	0703 2120700	Exxon Short Cos.	01-0231443
Brycourt Unit Trust Mgmt Ltd	Heathcote St, Portmarn SW10 0JR	01-105 6262	Equitable Units Administration Ltd	Walton St, Arlebury, Spec. H&C	01-509 2266	Equitable Unit Trust Mgmt Ltd	Equitable Unit Trust Mgmt Ltd	
Income Growth	116 7	175 1	2,24 40204	European	1 focused Pl. Schencking SPC Ltd	0703 2120700	Equitable Unit Trust Mgmt Ltd	Equitable Unit Trust Mgmt Ltd
Buckingham Management Co Ltd	The Stock Exchange, London EC2R 2PT	01-509 2266	Equitable Units Administration Ltd	1 focused Pl. Schencking SPC Ltd	0703 2120700	Equitable Unit Trust Mgmt Ltd	Equitable Unit Trust Mgmt Ltd	
The Stock Exchange	10 0	2,24 40205	Equitable Units Administration Ltd	1 focused Pl. Schencking SPC Ltd	0703 2120700	Equitable Unit Trust Mgmt Ltd	Equitable Unit Trust Mgmt Ltd	
Fellowship Trs	53 0	63 0	2,24 40206	Equitable Units Administration Ltd	1 focused Pl. Schencking SPC Ltd	0703 2120700	Equitable Unit Trust Mgmt Ltd	Equitable Unit Trust Mgmt Ltd
Acquis Units	63 7	67 8	2,24 40207	Equitable Units Administration Ltd	1 focused Pl. Schencking SPC Ltd	0703 2120700	Equitable Unit Trust Mgmt Ltd	Equitable Unit Trust Mgmt Ltd
Capital Int'l Inc.	22 6	27 4	2,24 40208	Equitable Units Administration Ltd	1 focused Pl. Schencking SPC Ltd	0703 2120700	Equitable Unit Trust Mgmt Ltd	Equitable Unit Trust Mgmt Ltd
Income	131 3	142 4	2,24 40209	Equitable Units Administration Ltd	1 focused Pl. Schencking SPC Ltd	0703 2120700	Equitable Unit Trust Mgmt Ltd	Equitable Unit Trust Mgmt Ltd
Acquis Units	256 7	274 1	2,24 40210	Equitable Units Administration Ltd	1 focused Pl. Schencking SPC Ltd	0703 2120700	Equitable Unit Trust Mgmt Ltd	Equitable Unit Trust Mgmt Ltd
Acquis Units	105 2	119 3	2,24 40211	Equitable Units Administration Ltd	1 focused Pl. Schencking SPC Ltd	0703 2120700	Equitable Unit Trust Mgmt Ltd	Equitable Unit Trust Mgmt Ltd
Smaller Cos Inc.	95 1	106 3	2,24 40212	Equitable Units Administration Ltd	1 focused Pl. Schencking SPC Ltd	0703 2120700	Equitable Unit Trust Mgmt Ltd	Equitable Unit Trust Mgmt Ltd
Acquis Units	103 4	109 7	2,24 40213	Equitable Units Administration Ltd	1 focused Pl. Schencking SPC Ltd	0703 2120700	Equitable Unit Trust Mgmt Ltd	Equitable Unit Trust Mgmt Ltd
Burnage Unit Trust Mgmt Ltd	117 Fenchurch St, London EC3M 9AL	01-105 6262	Eagle Star Unit Trust Managers Ltd	St Pauls Rd, Chelmsford CM3 7LQ	01-422 22113	Graduated Managers Limited	Graduated Managers Limited	
Six Del Gtr & Ftr	151 9	32 9	2,24 40214	Equitable Units Administration Ltd	1 focused Pl. Schencking SPC Ltd	0703 2120700	Graduated Managers Limited	Graduated Managers Limited
CCL Unit Trusts Limited	74 Shepherds Bush Green, Ldn W2 8SD	01-760 7070	Eagle Star Unit Trust Managers Ltd	St Pauls Rd, Chelmsford CM3 7LQ	01-422 22113	Graduated Managers Limited	Graduated Managers Limited	
UK Gen Cos	7 3	2,24 40215	Eagle Star Unit Trust Managers Ltd	St Pauls Rd, Chelmsford CM3 7LQ	01-422 22113	Graduated Managers Limited	Graduated Managers Limited	
Recovery Trs	50 4	54 4	2,24 40216	Eagle Star Unit Trust Managers Ltd	St Pauls Rd, Chelmsford CM3 7LQ	01-422 22113	Graduated Managers Limited	Graduated Managers Limited
CIBC Unit Trust Managers plc	Cotton St, Cotton, Ldn SE1 2PL	01-234 6000	Equitable Units Administration Ltd	1 focused Pl. Schencking SPC Ltd	0703 2120700	Graduated Managers Limited	Graduated Managers Limited	
CS Fixed Managers Limited	125 High Holborn, London WC1V 6PY	01-242 1148	Equitable Units Administration Ltd	1 focused Pl. Schencking SPC Ltd	0703 2120700	Graduated Managers Limited	Graduated Managers Limited	
CS International	46 9	49 9	2,24 40217	Equitable Units Administration Ltd	1 focused Pl. Schencking SPC Ltd	0703 2120700	Graduated Managers Limited	Graduated Managers Limited
CS Interco Inc.	47 9	51 0	2,24 40218	Equitable Units Administration Ltd	1 focused Pl. Schencking SPC Ltd	0703 2120700	Graduated Managers Limited	Graduated Managers Limited
CS Portfolio Inc.	118 5	128 1	2,24 40219	Equitable Units Administration Ltd	1 focused Pl. Schencking SPC Ltd	0703 2120700	Graduated Managers Limited	Graduated Managers Limited
CS Income	105 7	119 3	2,24 40220	Equitable Units Administration Ltd	1 focused Pl. Schencking SPC Ltd	0703 2120700	Graduated Managers Limited	Graduated Managers Limited
CS New Cos	105 7	119 3	2,24 40221	Equitable Units Administration Ltd	1 focused Pl. Schencking SPC Ltd	0703 2120700	Graduated Managers Limited	Graduated Managers Limited
CS New Cos	105 7	119 3	2,24 40222	Equitable Units Administration Ltd	1 focused Pl. Schencking SPC Ltd	0703 2120700	Graduated Managers Limited	Graduated Managers Limited
CS New Cos	105 7	119 3	2,24 40223	Equitable Units Administration Ltd	1 focused Pl. Schencking SPC Ltd	0703 2120700	Graduated Managers Limited	Graduated Managers Limited
CS New Cos	105 7	119 3	2,24 40224	Equitable Units Administration Ltd	1 focused Pl. Schencking SPC Ltd	0703 2120700	Graduated Managers Limited	Graduated Managers Limited
CS New Cos	105 7	119 3	2,24 40225	Equitable Units Administration Ltd	1 focused Pl. Schencking SPC Ltd	0703 2120700	Graduated Managers Limited	Graduated Managers Limited
CS New Cos	105 7	119 3	2,24 40226	Equitable Units Administration Ltd	1 focused Pl. Schencking SPC Ltd	0703 2120700	Graduated Managers Limited	Graduated Managers Limited
CS New Cos	105 7	119 3	2,24 40227	Equitable Units Administration Ltd	1 focused Pl. Schencking SPC Ltd	0703 2120700	Graduated Managers Limited	Graduated Managers Limited
CS New Cos	105 7	119 3	2,24 40228	Equitable Units Administration Ltd	1 focused Pl. Schencking SPC Ltd	0703 2120700	Graduated Managers Limited	Graduated Managers Limited
CS New Cos	105 7	119 3	2,24 40229	Equitable Units Administration Ltd	1 focused Pl. Schencking SPC Ltd	0703 2120700	Graduated Managers Limited	Graduated Managers Limited
CS New Cos	105 7	119 3	2,24 40230	Equitable Units Administration Ltd	1 focused Pl. Schencking SPC Ltd	0703 2120700	Graduated Managers Limited	Graduated Managers Limited
CS New Cos	105 7	119 3	2,24 40231	Equitable Units Administration Ltd	1 focused Pl. Schencking SPC Ltd	0703 2120700	Graduated Managers Limited	Graduated Managers Limited
CS New Cos	105 7	119 3	2,24 40232	Equitable Units Administration Ltd	1 focused Pl. Schencking SPC Ltd	0703 2120700	Graduated Managers Limited	Graduated Managers Limited
CS New Cos	105 7	119 3	2,24 40233	Equitable Units Administration Ltd	1 focused Pl. Schencking SPC Ltd	0703 2120700	Graduated Managers Limited	Graduated Managers Limited
CS New Cos	105 7	119 3	2,24 40234	Equitable Units Administration Ltd	1 focused Pl. Schencking SPC Ltd	0703 2120700	Graduated Managers Limited	Graduated Managers Limited
CS New Cos	105 7	119 3	2,24 40235	Equitable Units Administration Ltd	1 focused Pl. Schencking SPC Ltd	0703 2120700	Graduated Managers Limited	Graduated Managers Limited
CS New Cos	105 7	119 3	2,24 40236	Equitable Units Administration Ltd	1 focused Pl. Schencking SPC Ltd	0703 2120700	Graduated Managers Limited	Graduated Managers Limited
CS New Cos	105 7	119 3	2,24 40237	Equitable Units Administration Ltd	1 focused Pl. Schencking SPC Ltd	0703 2120700	Graduated Managers Limited	Graduated Managers Limited
CS New Cos	105 7	119 3	2,24 40238	Equitable Units Administration Ltd	1 focused Pl. Schencking SPC Ltd	0703 2120700	Graduated Managers Limited	Graduated Managers Limited
CS New Cos	105 7	119 3	2,24 40239	Equitable Units Administration Ltd	1 focused Pl. Schencking SPC Ltd	0703 2120700	Graduated Managers Limited	Graduated Managers Limited
CS New Cos	105 7	119 3	2,24 40240	Equitable Units Administration Ltd	1 focused Pl. Schencking SPC Ltd	0703 2120700	Graduated Managers Limited	Graduated Managers Limited
CS New Cos	105 7	119 3	2,24 40241	Equitable Units Administration Ltd	1 focused Pl. Schencking SPC Ltd	0703 2120700	Graduated Managers Limited	Graduated Managers Limited
CS New Cos	105 7	119 3	2,24 40242	Equitable Units Administration Ltd	1 focused Pl. Schencking SPC Ltd	0703 2120700	Graduated Managers Limited	Graduated Managers Limited
CS New Cos	105 7	119 3	2,24 40243	Equitable Units Administration Ltd	1 focused Pl. Schencking SPC Ltd	0703 2120700	Graduated Managers Limited	Graduated Managers Limited
CS New Cos	105 7	119 3	2,24 40244	Equitable Units Administration Ltd	1 focused Pl. Schencking SPC Ltd	0703 2120700	Graduated Managers Limited	Graduated Managers Limited
CS New Cos	105 7	119 3	2,24 40245	Equitable Units Administration Ltd	1 focused Pl. Schencking SPC Ltd	0703 2120700	Graduated Managers Limited	Graduated Managers Limited
CS New Cos	105 7	119 3	2,24 40246	Equitable Units Administration Ltd	1 focused Pl. Schencking SPC Ltd	0703 2120700	Graduated Managers Limited	Graduated Managers Limited
CS New Cos	105 7	119 3	2,24 40247	Equitable Units Administration Ltd	1 focused Pl. Schencking SPC Ltd	0703 2120700	Graduated Managers Limited	Graduated Managers Limited



## UNIT TRUST INFORMATION SERVICE

Pioneer Mutual Insurance Co Ltd	16 Crosby Rd, W. Walton, Liverpool	051-258 6455	Prudential Helborn Life Ltd	30 Old Burlington St, London W1X 1LB	01-479 3134	Royal Heritage Life Assurance Ltd - Contd.	Standa Life Assurance Co Ltd - Contd.	Swiss Life Pensions Ltd	Johnson Fry Pic	EMC Trust Company (Jersey) Ltd
Man Prop Inc & Co Ltd	100-102, 104-106, 108-110, 112-114, 116-118, 120-122, 124-126, 128-130, 132-134, 136-138, 140-142, 144-146, 148-150, 152-154, 156-158, 160-162, 164-166, 168-170, 172-174, 176-178, 180-182, 184-186, 188-190, 192-194, 196-198, 199-201, 203-205, 207-209, 211-213, 215-217, 219-221, 223-225, 227-229, 231-233, 235-237, 239-241, 243-245, 247-249, 251-253, 255-257, 259-261, 263-265, 267-269, 271-273, 275-277, 279-281, 283-285, 287-289, 291-293, 295-297, 299-301, 303-305, 307-309, 311-313, 315-317, 319-321, 323-325, 327-329, 331-333, 335-337, 339-341, 343-345, 347-349, 351-353, 355-357, 359-361, 363-365, 367-369, 371-373, 375-377, 379-381, 383-385, 387-389, 391-393, 395-397, 399-401, 403-405, 407-409, 411-413, 415-417, 419-421, 423-425, 427-429, 431-433, 435-437, 439-441, 443-445, 447-449, 451-453, 455-457, 459-461, 463-465, 467-469, 471-473, 475-477, 479-481, 483-485, 487-489, 491-493, 495-497, 499-501, 503-505, 507-509, 511-513, 515-517, 519-519, 521-523, 525-527, 529-531, 533-535, 537-539, 541-543, 545-547, 549-549, 551-553, 555-557, 559-561, 563-565, 567-569, 571-573, 575-577, 579-581, 583-585, 587-589, 591-593, 595-597, 599-601, 603-605, 607-609, 611-613, 615-617, 619-621, 623-625, 627-629, 631-633, 635-637, 639-641, 643-645, 647-649, 651-653, 655-657, 659-661, 663-665, 667-669, 671-673, 675-677, 679-681, 683-685, 687-689, 691-693, 695-697, 699-701, 703-705, 707-709, 711-713, 715-717, 719-719, 721-723, 725-727, 729-729, 731-733, 735-737, 739-739, 741-743, 745-747, 749-749, 751-753, 755-757, 759-759, 761-763, 765-767, 769-769, 771-773, 775-777, 779-779, 781-783, 785-787, 789-789, 791-793, 795-797, 799-799, 801-803, 805-807, 809-809, 811-813, 815-817, 819-819, 821-823, 825-827, 829-829, 831-833, 835-837, 839-839, 841-843, 845-847, 849-849, 851-853, 855-857, 859-859, 861-863, 865-867, 869-869, 871-873, 875-877, 879-879, 881-883, 885-887, 889-889, 891-893, 895-897, 899-901, 903-905, 907-909, 911-913, 915-917, 919-919, 921-923, 925-927, 929-929, 931-933, 935-937, 939-939, 941-943, 945-947, 949-949, 951-953, 955-957, 959-959, 961-963, 965-967, 969-969, 971-973, 975-977, 979-979, 981-983, 985-987, 989-989, 991-993, 995-997, 999-999, 1001-1003, 1005-1007, 1009-1009, 1011-1013, 1015-1017, 1019-1019, 1021-1023, 1025-1027, 1029-1029, 1031-1033, 1035-1037, 1039-1039, 1041-1043, 1045-1047, 1049-1049, 1051-1053, 1055-1057, 1059-1059, 1061-1063, 1065-1067, 1069-1069, 1071-1073, 1075-1077, 1079-1079, 1081-1083, 1085-1087, 1089-1089, 1091-1093, 1095-1097, 1099-1099, 1101-1103, 1105-1107, 1109-1109, 1111-1113, 1115-1117, 1119-1119, 1121-1123, 1125-1127, 1129-1129, 1131-1133, 1135-1137, 1139-1139, 1141-1143, 1145-1147, 1149-1149, 1151-1153, 1155-1157, 1159-1159, 1161-1163, 1165-1167, 1169-1169, 1171-1173, 1175-1177, 1179-1179, 1181-1183, 1185-1187, 1189-1189, 1191-1193, 1195-1197, 1199-1199, 1201-1203, 1205-1207, 1209-1209, 1211-1213, 1215-1217, 1219-1219, 1221-1223, 1225-1227, 1229-1229, 1231-1233, 1235-1237, 1239-1239, 1241-1243, 1245-1247, 1249-1249, 1251-1253, 1255-1257, 1259-1259, 1261-1263, 1265-1267, 1269-1269, 1271-1273, 1275-1277, 1279-1279, 1281-1283, 1285-1287, 1289-1289, 1291-1293, 1295-1297, 1299-1299, 1301-1303, 1305-1307, 1309-1309, 1311-1313, 1315-1317, 1319-1319, 1321-1323, 1325-1327, 1329-1329, 1331-1333, 1335-1337, 1339-1339, 1341-1343, 1345-1347, 1349-1349, 1351-1353, 1355-1357, 1359-1359, 1361-1363, 1365-1367, 1369-1369, 1371-1373, 1375-1377, 1379-1379, 1381-1383, 1385-1387, 1389-1389, 1391-1393, 1395-1397, 1399-1399, 1401-1403, 1405-1407, 1409-1409, 1411-1413, 1415-1417, 1419-1419, 1421-1423, 1425-1427, 1429-1429, 1433-1435, 1437-1439, 1441-1443, 1445-1447, 1449-1449, 1453-1455, 1457-1459, 1461-1463, 1465-1467, 1469-1469, 1473-1475, 1479-1479, 1481-1483, 1485-1487, 1491-1493, 1495-1497, 1499-1501, 1503-1505, 1509-1509, 1511-1513, 1515-1517, 1519-1519, 1521-1523, 1525-1527, 1529-1529, 1531-1533, 1535-1537, 1539-1539, 1541-1543, 1545-1547, 1549-1549, 1551-1553, 1555-1557, 1559-1559, 1561-1563, 1565-1567, 1569-1569, 1571-1573, 1575-1577, 1579-1579, 1581-1583, 1585-1587, 1589-1589, 1591-1593, 1595-1597, 1599-1599, 1601-1603, 1605-1607, 1609-1609, 1611-1613, 1615-1617, 1619-1619, 1621-1623, 1625-1627, 1629-1629, 1631-1633, 1635-1637, 1639-1639, 1641-1643, 1645-1647, 1649-1649, 1653-1655, 1657-1659, 1661-1663, 1665-1667, 1669-1669, 1671-1673, 1675-1677, 1679-1679, 1681-1683, 1685-1687, 1689-1689, 1691-1693, 1695-1697, 1699-1699, 1701-1703, 1705-1707, 1709-1709, 1711-1713, 1715-1717, 1719-1719, 1721-1723, 1725-1727, 1729-1729, 1731-1733, 1735-1737, 1739-1739, 1741-1743, 1745-1747, 1749-1749, 1751-1753, 1755-1757, 1759-1759, 1761-1763, 1765-1767, 1769-1769, 1771-1773, 1775-1777, 1779-1779, 1781-1783, 1785-1787, 1789-1789, 1791-1793, 1795-1797, 1799-1799, 1801-1803, 1805-1807, 1809-1809, 1811-1813, 1815-1817, 1819-1819, 1821-1823, 1825-1827, 1829-1829, 1831-1833, 1835-1837, 1839-1839, 1841-1843, 1845-1847, 1849-1849, 1853-1855, 1857-1859, 1861-1863, 1865-1867, 1869-1869, 1871-1873, 1875-1877, 1879-1879, 1881-1883, 1885-1887, 1889-1889, 1891-1893, 1895-1897, 1899-1899, 1901-1903, 1905-1907, 1909-1909, 1911-1913, 1915-1917, 1919-1919, 1921-1923, 1925-1927, 1929-1929, 1931-1933, 1935-1937, 1939-1939, 1941-1943, 1945-1947, 1949-1949, 1953-1955, 1957-1959, 1961-1963, 1965-1967, 1969-1969, 1971-1973, 1975-1977, 1979-1979, 1981-1983, 1985-1987, 1989-1989, 1991-1993, 1995-1997, 1999-1999, 2001-2003, 2005-2007, 2009-2009, 2011-2013, 2015-2017, 2019-2019, 2021-2023, 2025-2027, 2029-2029, 2031-2033, 2035-2037, 2039-2039, 2041-2043, 2045-2047, 2049-2049, 2053-2055, 2057-2059, 2061-2063, 2065-2067, 2069-2069, 2071-2073, 2075-2077, 2079-2079, 2081-2083, 2085-2087, 2089-2089, 2091-2093, 2095-2097, 2099-2099, 2101-2103, 2105-2107, 2109-2109, 2111-2113, 2115-2117, 2119-2119, 2121-2123, 2125-2127, 2129-2129, 2131-2133, 2135-2137, 2139-2139, 2141-2143, 2145-2147, 2149-2149, 2153-2155, 2157-2159, 2161-2163, 2165-2167, 2169-2169, 2171-2173, 2175-2177, 2179-2179, 2181-2183, 2185-2187, 2189-2189, 2191-2193, 2195-2197, 2199-2199, 2201-2203, 2205-2207, 2209-2209, 2211-2213, 2215-2217, 2219-2219, 2221-2223, 2225-2227, 2229-2229, 2231-2233, 2235-2237, 2239-2239, 2241-2243, 2245-2247, 2249-2249, 2253-2255, 2257-2259, 2261-2263, 2265-2267, 2269-2269, 2271-2273, 2275-2277, 2279-2279, 2281-2283, 2285-2287, 2289-2289, 2291-2293, 2295-2297, 2299-2299, 2301-2303, 2305-2307, 2309-2309, 2311-2313, 2315-2317, 2319-2319, 2321-2323, 2325-2327, 2329-2329, 2331-2333, 2335-2337, 2339-2339, 2341-2343, 2345-2347, 2349-2349, 2353-2355, 2357-2359, 2361-2363, 2365-2367, 2369-2369, 2371-2373, 2375-2377, 2379-2379, 2381-2383, 2385-2387, 2389-2389, 2391-2393, 2395-2397, 2399-2399, 2401-2403, 2405-2407, 2409-2409, 2411-2413, 2415-2417, 2419-2419, 2423-2425, 2427-2429, 2431-2433, 2435-2437, 2439-2439, 2443-2445, 2447-2449, 2451-2453, 2455-2457, 2459-2459, 2463-2465, 2467-2469, 2471-2473, 2475-2477, 2479-2479, 2483-2485, 2487-2489, 2491-2493, 2495-2497, 2499-2501, 2503-2505, 2507-2509, 2511-2513, 2515-2517, 2519-2519, 2521-2523, 2525-2527, 2529-2529, 2531-2533, 2535-2537, 2539-2539, 2541-2543, 2545-2547, 2549-2549, 2551-2553, 2555-2557, 2559-2559, 2561-2563, 2565-2567, 2569-2569, 2571-2573, 2575-2577, 2579-2579, 2581-2583, 2585-2587, 2589-2589, 2591-2593, 2595-2597, 2599-2599, 2601-2603, 2605-2607, 2609-2609, 2611-2613, 2615-2617, 2619-2619, 2621-2623, 2625-2627, 2629-2629, 2631-2633, 2635-2637, 2639									









## WORLD STOCK MARKETS

AUSTRIA

1988	High	Low	June 17	Price
2,050	1,850	1,600	Creditanstalt	2,000
2,400	2,200	2,000	Generali	2,000
10,400	9,600	8,800	Generali Austria	10,020
4,640	4,640	4,640	Hannover Re	4,640
284	240	200	Landesbank	267
340	320	280	Postsparkasse	322
125	125	125	Portuguese Bank	125
2,080	1,900	1,700	Sparkasse	1,900
1,550	1,550	1,550	Volkswagen	1,550
1,014	1,014	1,014	Volkswagen Mag.	1,014

BELGIUM/LUXEMBOURG

1988	High	Low	June 17	Price
2,930	2,900	2,800	Banque Caisse Des	2,925
13,500	13,500	13,500	Banque Caisse Des L.	13,500
10,200	6,700	6,700	Bettembourg	10,200
6,640	6,640	6,640	Crédit Agricole	6,640
284	240	200	Crédit Foncier	284
340	320	280	Crédit du Luxembourg	320
125	125	125	Portuguese Bank	125
2,080	1,900	1,700	Sparkasse	1,900
1,550	1,550	1,550	Volkswagen	1,550
1,014	1,014	1,014	Volkswagen Mag.	1,014

FRANCE (continued)

1988	High	Low	June 17	Price
2,930	2,900	2,800	Gérardaud	2,910
13,500	13,500	13,500	Gesell. Crédit & Inv.	13,500
10,200	6,700	6,700	Gesell. Crédit & Inv.	10,200
6,640	6,640	6,640	Gesell. Crédit & Inv.	6,640
284	240	200	Gesell. Crédit & Inv.	284
340	320	280	Gesell. Crédit & Inv.	320
125	125	125	Gesell. Crédit & Inv.	125
2,080	1,900	1,700	Gesell. Crédit & Inv.	1,900
1,550	1,550	1,550	Gesell. Crédit & Inv.	1,550
1,014	1,014	1,014	Gesell. Crédit & Inv.	1,014

ITALY

1988	High	Low	June 17	Price
2,930	2,900	2,800	Carriera	2,910
13,500	13,500	13,500	Cass. di Risparmio - RBS	13,500
10,200	6,700	6,700	Cass. di Risparmio - RBS	10,200
6,640	6,640	6,640	Cass. di Risparmio - RBS	6,640
284	240	200	Cass. di Risparmio - RBS	284
340	320	280	Cass. di Risparmio - RBS	320
125	125	125	Cass. di Risparmio - RBS	125
2,080	1,900	1,700	Cass. di Risparmio - RBS	1,900
1,550	1,550	1,550	Cass. di Risparmio - RBS	1,550
1,014	1,014	1,014	Cass. di Risparmio - RBS	1,014

SWEDEN

1988	High	Low	June 17	Price
2,930	2,900	2,800	Banca Com. & Inv.	2,970
13,500	13,500	13,500	Banca Com. & Inv.	13,500
10,200	6,700	6,700	Banca Com. & Inv.	10,200
6,640	6,640	6,640	Banca Com. & Inv.	6,640
284	240	200	Banca Com. & Inv.	284
340	320	280	Banca Com. & Inv.	320
125	125	125	Banca Com. & Inv.	125
2,080	1,900	1,700	Banca Com. & Inv.	1,900
1,550	1,550	1,550	Banca Com. & Inv.	1,550
1,014	1,014	1,014	Banca Com. & Inv.	1,014

NETHERLANDS

1988	High	Low	June 17	Price
2,930	2,900	2,800	Algemene	2,970
13,500	13,500	13,500	Algemene	13,500
10,200	6,700	6,700	Algemene	10,200
6,640	6,640	6,640	Algemene	6,640
284	240	200	Algemene	284
340	320	280	Algemene	320
125	125	125	Algemene	125
2,080	1,900	1,700	Algemene	1,900
1,550	1,550	1,550	Algemene	1,550
1,014	1,014	1,014	Algemene	1,014

CANADA

1988	High	Low	June 17	Price
2,930	2,900	2,800	Banca Com. & Inv.	2,970
13,500	13,500	13,500	Banca Com. & Inv.	13,500
10,200	6,700	6,700	Banca Com. & Inv.	10,200
6,640	6,640	6,640	Banca Com. & Inv.	6,640
284	240	200	Banca Com. & Inv.	284
340	320	280	Banca Com. & Inv.	320
125	125	125	Banca Com. & Inv.	125
2,080	1,900	1,700	Banca Com. & Inv.	1,900
1,550	1,550	1,550	Banca Com. & Inv.	1,550
1,014	1,014	1,014	Banca Com. & Inv.	1,014

SWITZERLAND

1988	High	Low	June 17	Price
2,930	2,900	2,800	Alps Ind.	2,920
13,500	13,500	13,500	Alps Ind.	13,500
10,200	6,700	6,700	Alps Ind.	10,200
6,640	6,640	6,640	Alps Ind.	6,640
284	240	200	Alps Ind.	284
340	320	280	Alps Ind.	320
125	125	125	Alps Ind.	125
2,080	1,900	1,700	Alps Ind.	1,900
1,550	1,550	1,550	Alps Ind.	1,550
1,014	1,014	1,014	Alps Ind.	1,014

GERMANY

1988	High	Low	June 17	Price
2,930	2,900	2,800	AEGEON	2,930
13,500	13,500	13,500	AEGEON	13,500
10,200	6,700	6,700	AEGEON	10,200
6,640	6,640	6,640	AEGEON	6,640
284	240	200	AEGEON	284
340	320	280	AEGEON	320
125	125	125	AEGEON	125
2,080	1,900	1,700	AEGEON	1,900
1,550				

*Closing Prices June 17*

## **NEW YORK STOCK EXCHANGE COMPOSITE PRICES**



# CURRENCIES, MONEY AND CAPITAL MARKETS

## FOREIGN EXCHANGES

### Looking for G7 reassurance on rising inflation

BY JONAS CROSLAND

**TWO VIEWS** are emerging from the current G7 summit being held in Toronto. For the finance ministers there, growing concern about inflation appears to be the surface anxiety to be well down the agenda, while such august bodies as the OECD and IMF have made plain their own view that the pace of global economic growth, and the consequent threat to inflation should be first on the list for discussion.

Market sentiment tends to agree with the latter view, and while it is not usual for finance ministers to be seen acting in

response to market forces, the recent rise in interest rates in major financial centres seems likely to gain financial endorsement some time this week.

What has shifted the body of opinion away from economic expansion being healthy to inflationary? Each G7 nation has its own peculiar problems. The US has seen one of its longest peace-time periods of economic growth, but is still saddled with the twin budget and trade deficits. The UK has a deteriorating current account deficit - which prompted Mr Nigel Lawson, the Chancellor, to admit last week that a 54bn

bill rate has already been discreetly nudged up, while international bank rates in London will open this morning already discounting a fall in short-term rates.

Germany sees the need of

US consumer prices for May, and although there is expected to be little change from April's year-on-year increase of 3.9 p.c., the recent drought in the key farming areas in the mid-west is giving cause for concern. Food prices are an important component in the compilation of overall

price data, and a limit up move on recent trading days in US grain futures may well be a harbinger of further upward pressure.

Looking to the Toronto summit, both the critics of inflation and the disciples of Reaganomics - which led directly to the rise in US economic growth pulling the world out of recession - have a valid point. At the moment the budget deficit in the US is only sustainable while the US enjoys the confidence of other major

nations and their continued agreement to finance this deficit.

Mr Reagan needs to ensure that the trust built up, notably with Japan, is not compromised in the period before his successor takes control next year, and that trust could easily be undermined if the US Administration is seen to be ignoring inflationary signals.

That said, it would be naive to expect the G7 finance ministers in Toronto to support unambiguously a final communiqué telling the world we have a problem. The ghost of last October's global equity crash has still to be laid to rest, and so any change in economic management policy is likely to be discreet, if at all. In addition there is the US presidential election in November.

Market sentiment tends to agree with the latter view, and while it is not usual for finance ministers to be seen acting in

forward terms and discounts apply to the US dollar

**STERLING INDEX**

June 17	Close	Previous Close
5 Sept.	1,782.0	1,784.0
1 month	1,781.0	1,782.0
3 months	1,781.0	1,782.0
12 months	1,781.0	1,782.0

Changes are for £100. Forward premium and discounts apply to the US dollar. Adjustment calculated by Financial Times.

### POUND SPOT- FORWARD AGAINST THE POUND

**June 17** Day's spread Close One month % p.p. Three months % p.p.

US	1,782.5 - 1,783.5	1,782.5 - 1,783.5	0.71	0.50-0.55	1.27
Canada	2,156.0 - 2,162.0	2,156.0 - 2,162.0	0.10-0.20	0.10-0.20	0.35
Australia	1,782.0 - 1,783.0	1,782.0 - 1,783.0	-0.05	-0.05	0.10
Belgium	1,782.0 - 1,783.0	1,782.0 - 1,783.0	-0.05	-0.05	0.10
Denmark	1,781.0 - 1,781.5	1,781.0 - 1,781.5	-0.05	-0.05	0.10
Ireland	1,781.0 - 1,781.5	1,781.0 - 1,781.5	-0.05	-0.05	0.10
Portugal	1,781.0 - 1,781.5	1,781.0 - 1,781.5	-0.05	-0.05	0.10
Spain	1,781.0 - 1,781.5	1,781.0 - 1,781.5	-0.05	-0.05	0.10
Norway	1,781.0 - 1,781.5	1,781.0 - 1,781.5	-0.05	-0.05	0.10
France	1,781.0 - 1,781.5	1,781.0 - 1,781.5	-0.05	-0.05	0.10
Austria	1,781.0 - 1,781.5	1,781.0 - 1,781.5	-0.05	-0.05	0.10
Switzerland	1,781.0 - 1,781.5	1,781.0 - 1,781.5	-0.05	-0.05	0.10
Japan	1,781.0 - 1,781.5	1,781.0 - 1,781.5	-0.05	-0.05	0.10
U.S.	1,781.0 - 1,781.5	1,781.0 - 1,781.5	-0.05	-0.05	0.10

Estimated volume total, Calls 334.1 Puts 369.3 Previous day's open int. Calls 222.4 Puts 254.7

Estimated volume total, Calls 80.0 Puts 85.0 Previous day's open int. Calls 61.4 Puts 71.8

Estimated volume total, Calls 0.0 Puts 0 Previous day's open int. Calls 0.0 Puts 0

Estimated volume total, Calls 25.0 Puts 0 Previous day's open int. Calls 11.7 Puts 17.0

Estimated volume total, Calls 0.0 Puts 0 Previous day's open int. Calls 0.0 Puts 0

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